

Assessment of the Working Time Demonstration in SMEs in Indonesia

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TABLE OF CONTENTS

TABLE OF EXHIBITS	ii
ACKNOWLEDGEMENT.....	iv
1. INTRODUCTION.....	1
2. WORKING TIME DEMONSTRATION	2
2.1 Assessing Working Time in Indonesia	2
2.2 Background and Objective	3
2.3 Key Research Questions	6
2.4 Data Sources	6
2.5 Assessment Design	11
3. Process Analysis	13
3.1 Participating Firms.....	13
3.2 Consulting Services.....	13
3.3 Working Time Adjustments.....	14
3.4 Conclusion	17
4. EMPLOYER SURVEY RESULTS.....	18
4.1 Description of Participating Firms.....	18
4.2 Changes from Baseline	21
4.3 Managers' Attitudes about Working Time	26
5. WORKER SURVEY RESULTS	33
5.1 Workers in the Participating Firms	33
5.2 Changes from Baseline	34
5.3 Workers' Attitudes about Working Time	37
6. CONCLUSIONS AND LESSONS LEARNED	47
6.1 Conclusions.....	48
6.2 Lessons Learned.....	50
APPENDIX A. EMPLOYER SURVEY	52
APPENDIX B. WORKER SURVEY	74

TABLE OF EXHIBITS

Exhibit 1: Working Time Demonstration in SMEs in Indonesia.....	5
Exhibit 2: Managers and Workers Interviewed by Firm	7
Exhibit 3: Manager Surveys.....	8
Exhibit 4: Worker Surveys.....	8
Exhibit 5: ILO SCORE – KPI Form (Enterprise Indicator Card).....	10
Exhibit 6: Company Industry and Age	19
Exhibit 7: Percent Female Employees	19
Exhibit 8: Number of Employees at Baseline.....	20
Exhibit 9: Starting Wages at Baseline	20
Exhibit 10: Starting Wage at Follow-up	22
Exhibit 11: Starting Wage at Baseline and Follow-up.....	22
Exhibit 12: Days per Week	23
Exhibit 13: Hours per Week	23
Exhibit 14: Managers’ Perceptions of Employees’ Satisfaction with Working Hours	24
Exhibit 15: Ability to Adjust Work Schedules	24
Exhibit 16: Ability to adjust schedules	25
Exhibit 17: Revenue.....	25
Exhibit 18: Number of Worker Accidents Recorded in Prior Year.....	26
Exhibit 19: Improved Worker Satisfaction	28
Exhibit 20: Improved Worker Productivity	28
Exhibit 21: Improved Profitability.....	29
Exhibit 22: Reduced Number of Accidents	29
Exhibit 23: Daily Work Hours.....	30
Exhibit 24: Overtime Hours.....	31
Exhibit 25: Work-Life Balance.....	31
Exhibit 26: Position in Company.....	33
Exhibit 27: Employment Length.....	34
Exhibit 28: Hours per Day	34
Exhibit 29: Overtime Hours per Week	35
Exhibit 30: Normal End Time.....	36
Exhibit 31: Satisfaction with Total number of Work Hours.....	36

Exhibit 32: Improve Worker Satisfaction	38
Exhibit 33: Improve Worker Productivity	39
Exhibit 34: Improve Quality of Production	40
Exhibit 35: Daily Work Hours	41
Exhibit 36: Job Satisfaction	42
Exhibit 37: Sufficient time with family	43
Exhibit 38: Sufficient Time to Deal with Family Needs	43
Exhibit 39: Sufficient Time to Deal with Family Emergencies.....	44
Exhibit 40: Working Time Arrangements and Work-Life Balance.....	44
Exhibit 41: Your Current Job.....	45
Exhibit 42: Work-Life Balance.....	46

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1. INTRODUCTION

Working time issues have been important in the history of the ILO. In fact, the first ILO Convention: the Hours of Work (Industry) Convention, 1919 (No. 1) deals with working time. Following this first convention, ILO continued to emphasize standards in the area of working time focusing on such issues as hours of work, weekly rest, night work, paid annual leave, and part-time work.

In recent years, working time issues have again risen to prominence. In October 2011, the ILO convened a Tripartite Meeting of Experts on Working-time Arrangements to review and advise on modern working-time arrangements. The Meeting unanimously adopted a set of Conclusions that outline a future course of ILO action in the area of working time.

In March 2012, the ILO Governing Body discussed the Follow-up to the Tripartite Meeting of Experts on Working-time Arrangements. The Governing Body authorized the Director-General to publish the Conclusions of *Working Time in the Twenty-first Century* and requested that the ILO Director-General, when drawing up proposals for the future work of the ILO on working time, do so based on the Conclusions. Since then, the ILO has developed a Global Product on Working Time in the Twenty-first Century. The purpose of this is to strengthen the ILO's capacity to provide guidance to constituents regarding how to develop working time arrangements that can effectively balance workers' needs with firms' performance requirements. Since that time, the focus of the ILO has been on conducting research to better understand the contribution of innovative working time arrangements to organizational performance and workers' work-life balance.

In addition to promoting work sharing to improve the work-life balance of workers and improve productivity and hence profitability for employers, the ILO has also promoted the use of work sharing as a strategy to preserve jobs, especially during economic downturns. The most recent ILO contribution to the work sharing literature is [*Work sharing during the Great Recession, New developments and beyond*](#) – edited by ILO researchers Jon C. Messenger and Naj Ghosheh (ILO, 2013). This volume examines the use of work sharing as a job preservation strategy during the Great Recession of 2008–09. In addition, the book analyzes the experience of work sharing programs in a number of developed countries and provides insights on lessons learned from these country experiences and the implications for the use of work sharing in the future.

2. WORKING TIME DEMONSTRATION

2.1 Assessing Working Time in Indonesia

To date, assessments of working time programs have focused mainly on the experience of highly developed economies. To the best of our knowledge, the current study is the first-ever assessment of a working time program in a developing economy and in small and medium-sized enterprises (SMEs). Indonesia is a developing economy with a labor force of 104 million. Law 13 of 2003 provides workers with certain worker rights; however, the provisions of the law are not rigorously enforced and a large number of workers have no legal protection. A World Bank study in 2010 found that only 39% of Indonesia's labor force is in the formal sector and the rest in the informal sector.¹ Those in the informal sector have little worker protection.

The present study reports on the results and learning from the Working Time Demonstration in Indonesia. The demonstration was carried out to assess the effect of working time consulting and training on the work-life balance of workers, their satisfaction with various aspects of their jobs, and on the productivity and profitability of enterprises. The demonstration provided training and consulting for employers and employees on working time arrangements that can enhance employers' productivity and profitability and, at the same time enhance workers' work-life balance.² Thus, the services provided during the Working Time Demonstration were designed in the belief that there is a potential to create a win-win situation for workers and employers.

It should be noted that the Working Time Demonstration is a demonstration or pilot project, and what is being assessed is not working time training and counseling *per se*, but rather the effects of developing and implementing new work schedules/working time arrangements on business outcomes and worker outcomes. Initial training was provided by the ILO while ongoing consultancy services are being provided by SCORE trained consultants who are providing consultancy services on working time arrangements to ILO.

The project originally included eight SMEs in Jakarta that volunteered to participate in the working time demonstration. Since these eight SMEs volunteered for the demonstration, they are self-selected. This self-selection may have important implications for the results. That is, these self-selected firms may be particularly receptive to adopting improved working time arrangements.

The demonstration began with a two-day working time training program in Jakarta, Indonesia in February 2013. The training program was organized by the ILO with the assistance of the

¹ World Bank, 2010, "Indonesia Jobs Report. Toward Better Jobs and Security for All."

² Demonstration services were focused on employers; services were not offered to workers.

SCORE global and SCORE-Indonesia team. The participants were worker and management representatives of eight firms, ILO, SCORE team members, IMPAQ researchers, and other stakeholders (e.g., government representatives) in the Working Time Demonstration. In addition to participating in the training activities to launch the demonstration project, the IMPAQ research team visited selected participating firms to learn more about working conditions in SMEs in Indonesia and working time arrangements at the firms.

Following the mission, the IMPAQ research team, in close collaboration with the ILO, developed two survey instruments to collect baseline information from management and workers at the participating firms. The instruments were tested and then administered in-person by the IMPAQ research team under supervision of ILO staff. Management interviews were conducted with the owner and other top officials; the research team attempted to interview three managers at each firm. Worker interviews were conducted at each firm in private, without management members of the employer present. The survey instruments that were used in the management and worker interviews are included in the Appendix.

In February-March 2014, approximately ten months after the baseline interviews, the IMPAQ research team, in close collaboration with ILO staff, conducted follow-up in-person interviews with management and workers at seven participating firms. Unfortunately, one firm (Tjokro Bersaudara Komponenindo) withdrew from the demonstration prior to the follow-up interviews and thus did not participate in the survey.³ In the follow-up survey, we followed the same procedures as in the baseline survey round. Specifically, we used the same survey instruments and attempted to interview the same three managers and the same three workers at each firm. When the same respondents were not available, we recruited other respondents. Worker interviews were conducted in private, without management members of the employer present.

In the remainder of this report we present findings from the employer and worker interviews. We also present results from reports submitted by SCORE training specialists who provided and continue to provide consulting and training services on working time arrangements at the seven firms. The findings also reflect information collected during visits by IMPAQ researchers to the participating firms.

2.2 Background and Objective

The aim of the Working Time Demonstration is to develop a better understanding regarding how working time arrangements can be structured to effectively balance workers' needs with business requirements, in order to simultaneously improve firm performance and workers' well-being, particularly their work-life balance. The idea is to develop and pilot-test "win-win" working time

³ The analysis in this report is based on the seven firms that participated in the working time demonstration for a full year and responded to both the baseline and follow-up interviews.

arrangements, which will bring measureable benefits to both enterprises and workers. To test this concept, the pilot project will assess if providing employers with working time support and training brings measureable benefits to both enterprises and workers.

Working time arrangements have been studied over the years by many researchers in a variety of countries and settings.⁴ Researchers have found that, if properly structured, working time arrangements can be designed to be mutually advantageous for workers and enterprises. For example, some working time arrangements can increase workers' job satisfaction and improve their work-life balance and, at the same time, decrease absenteeism and reduce employee turnover. Working time adjustments such as increased rest time can reduce worker fatigue and thus reduce accidents increase quality of products. These and other positive results for workers and employers can, in turn, improve productivity, quality and ultimately, the firm's performance and profitability.

The objective of this research project was to develop a demonstration or pilot to assess the effects of developing and implementing new work schedules/working time arrangements on business outcomes and worker outcomes. This assessment is expected to provide reasearchers and policy makers with a better understanding of whether and how working time training and support can help small and medium enterprises effectively balance workers' needs with business requirements.

To achieve the objective of the research project, the ILO designed the Working Time Demonstration in Indonesia. The structure of the demonstration is depicted in Exhibit 1. Initially, eight firms volunteered to participate in the Working Time Demonstration; however, one firm decided to drop out of the demonstration during the implementation period. As a result, only seven enterprises received the full range of demonstration services. In the remainder of this report, we include only the seven firms that participated throughout the demonstration.

As indicated in the exhibit, the first demonstration activity (in February 2013) was a 2-day workshop presented by the ILO and attended by worker and management representatives of the participating firms. Following the workshop, IMPAQ in conjunction with the ILO developed and tested a baseline survey which was administered in April – May 2013. The baseline survey collected baseline information from managers and workers at the participating firms.

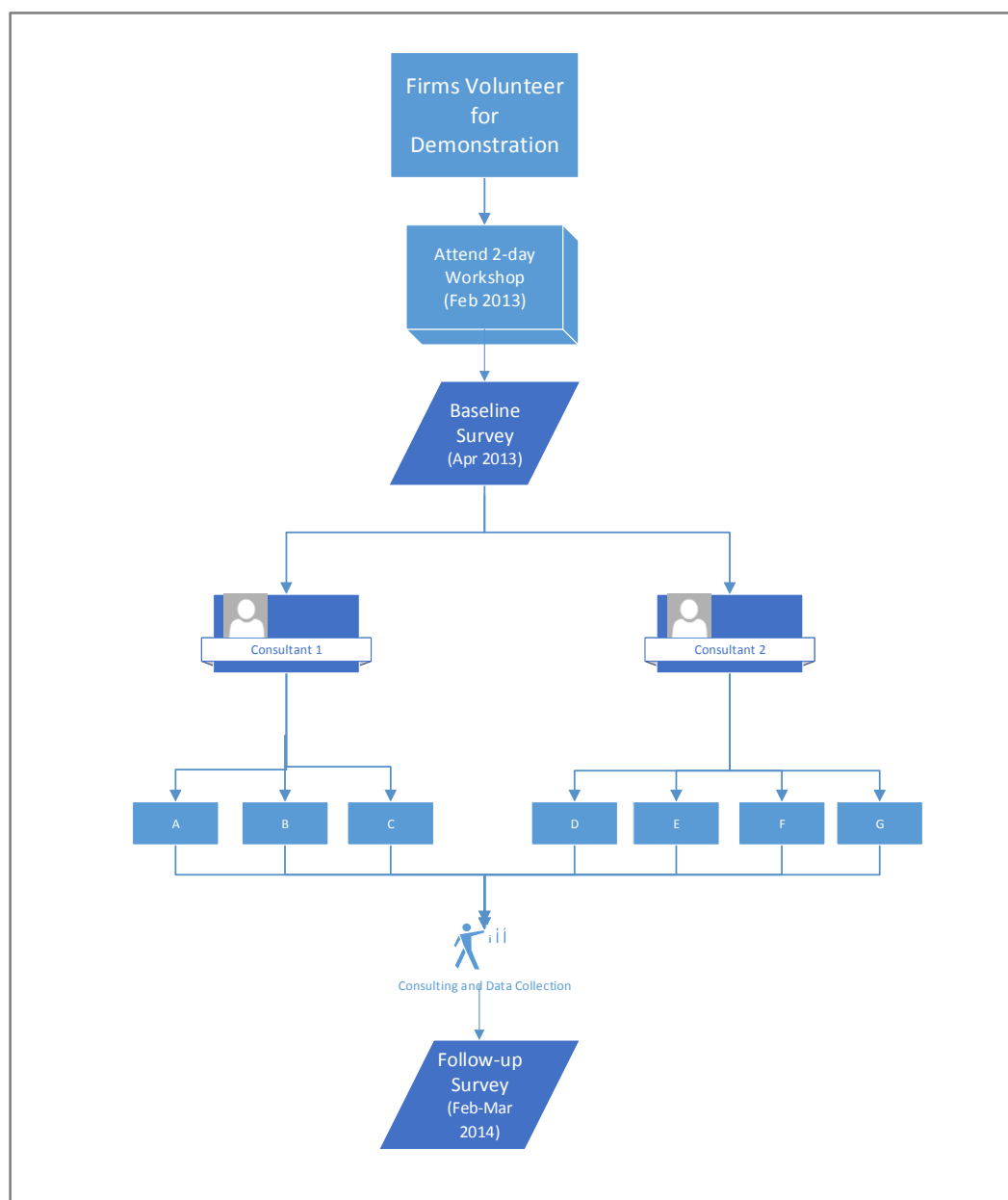
Two experienced SCORE consultants provided consulting services to the participating firms. The consultants visited the firms six times over the demonstration implementation period. During these visits, the consultants met with each firm's Enterprise Improvement Team or EIT

⁴ For a synthesis of previous research that examines the link between different aspects of working time and outcomes in terms of productivity and firm performance see: Lonnie Golden, *The effects of working time on productivity and firm performance: a research synthesis paper*, Conditions of Work and Employment Series No. 33, International Labour Office, Conditions of Work and Employment Branch. - Geneva: ILO, 2012

and helped to plan working time adjustments, review progress since the last visit, and collect monitoring and evaluation data.

Approximately one year after the initial demonstration workshop, IMPAQ collected followup data from managers and workers at the participating firms. The follow-up questionnaire was the same questionnaire used at baseline. The use of the same questionnaire allows researchers to compare manager and worker responses before and after the demonstration services.

Exhibit 1: Working Time Demonstration in SMEs in Indonesia



2.3 Key Research Questions

Inasmuch as the present study includes only seven firms, the findings from this assessment may not be generalizable to other SMEs internationally or even to other SMEs in Indonesia. Nonetheless, we can learn a great deal from this limited pilot project. Specifically, we can gain a better understanding of whether working time training and consulting services delivered by experienced, professional experts and consultants can lead to adjustments in working time arrangements at the firms. In the remainder of this report, we investigate the following research questions:

- What (if any) are the effects of alternative working time arrangements on firm performance?
 - What are the effects on factors such as labour productivity, product quality, workplace safety (e.g., industrial accidents), absenteeism, and employee turnover?
- What (if any) are the effects of alternative working time arrangements on workers' well-being, including their work-life balance?
 - What are the effects on workers' health and well-being, workers' job satisfaction, and workers' reported work-life conflict and their satisfaction with their work-life balance?

2.4 Data Sources

To investigate the key research questions we used a variety of data sources:

- Survey Data
- SCORE Consultant Data
- Site Visit Data

Each of these data sources is described below.

2.4.1 Survey Data

We interviewed managers and workers at participating enterprises using survey instruments that were reviewed and approved by ILO (see Appendix for the English versions of the employer and worker surveys). The manager and worker surveys were translated into Bahasa Indonesia and tested prior to implementation. IMPAQ's local representative in Jakarta was accompanied by an ILO representative at the survey administration.

The baseline interviews (Round 1) were conducted during April - May 2013 (prior to the consultants' training); the follow-up interviews were conducted during February – March 2014 (after the consultants' training). Each interview took approximately 30 minutes to complete. As

indicated in Exhibit 2, Round 1 and Round 2 interviews were conducted in seven firms - three firms in the auto/auto parts industry and one each in the following industries: health equipment, garments, printing, and industrial metal working.

In Round 1 a total of 20 managers and 21 workers were interviewed; in Round 2, 19 managers and 22 workers were interviewed. In both survey rounds, we attempted to interview three managers and three workers in each firm; however, when necessary, we made adjustments based on the availability of managers and workers to complete the survey. We also attempted to interview the same respondent in both survey rounds; however, when the same respondent was not available, we substituted other respondents.

Exhibit 2: Managers and Workers Interviewed by Firm

Company	Industry	Round 1		Round 2	
		Managers Interviewed	Workers Interviewed	Managers Interviewed	Workers Interviewed
A	Health Equipment	3	3	2	4
B	Auto/auto parts	3	3	2	2
C	Garment	3	3	3	4
D	Auto/auto parts	3	3	3	3
E	Auto/auto parts	2	4	3	3
F	Printing	3	2	3	3
G	Industrial Metal Working	3	3	3	3
	TOTALS	20	21	19	22

As indicated in Exhibit 2, there are 39 manager surveys in Rounds 1 and 2 (20 in Round 1 and 19 in Round 2). Twelve of these respondents were interviewed in both Round 1 and 2 (see Exhibit 3). Eight respondents were interviewed only in Round 1 and seven in Round 2. In some of the analysis in this report, we compare all respondents in Rounds 1 and 2 (i.e., 20 vs. 19); in other analysis, we only compare respondents who completed interviews in both rounds (i.e., 12 vs. 12).

Exhibit 3: Manager Surveys

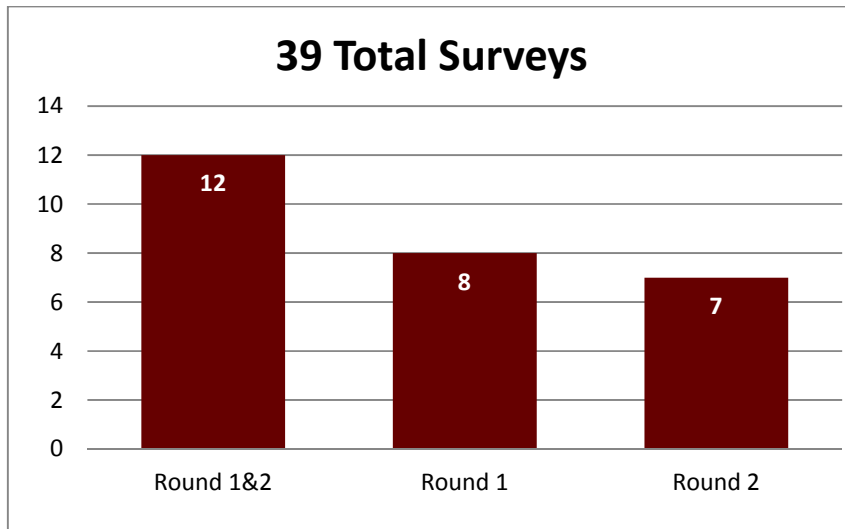
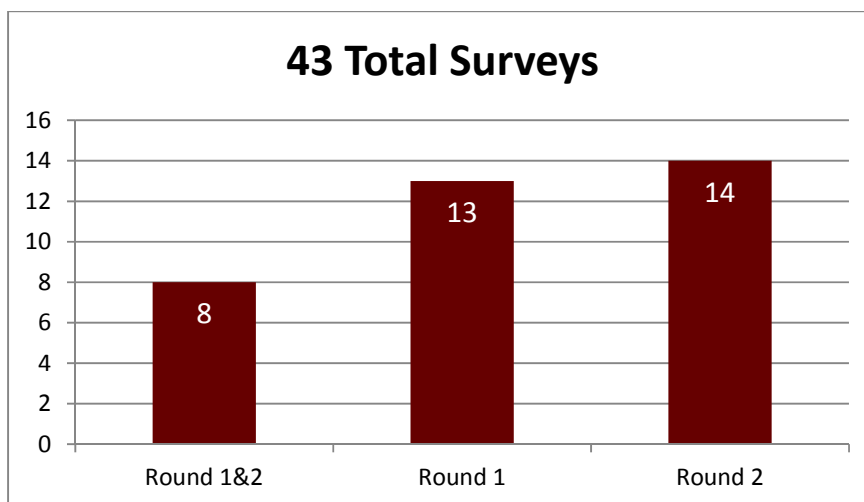


Exhibit 4 presents a similar analysis of the 43 worker respondents (21 in Round 1 and 22 in Round 2). As indicated in the Exhibit, 8 workers responded in both rounds, 13 workers responded in Round 1 only and 14 workers responded in Round 2 only.

Exhibit 4: Worker Surveys



2.4.2 SCORE Consultant Data

To assess the Working Time Demonstration we were also provided the data collected by the SCORE consultants who provided the training and consulting services for the participating firms.

Specifically, we obtained the performance indicators collected through the SCORE Programme Monitoring and Evaluation (M&E) data system known as the Key Performance Indicators (KPIs). A template of the ILO SCORE KPI form (also known as the Enterprise Indicator Card) is presented in Exhibit 5. The KPI form is used by the consultants to collect monthly indicators over a 12 month period.

In addition to completing the KPI forms, the consultants also collected information describing each consulting visit to the firm. These reports that described: (a) the composition of the worker-management committee (i.e., the Enterprise Improvement Team or EIT), (b) the status of the EIT discussions, and (c) changes that are under consideration for adoption. While the counselor reports were mostly presented in narrative form, the reports follow a consistent template which enables us to evaluate the content and results of the visits to the firms.

2.4.3 Site Visit

In addition to the regular consultants' site visits, the IMPAQ project director visited participating firms in October 2013. These site visits were conducted together with the SCORE consultants. During the visits, the IMPAQ project director observed firm operations, collected information on changes in working time, and discussed the implementation of the Working Time Demonstration with managers. Some managers explained that they changed their firm's working time arrangements as a result of the demonstration. Where changes in working time had not yet been implemented, managers described their plans for future adjustments in working time and other planned work changes.

Exhibit 5: ILO SCORE – KPI Form (Enterprise Indicator Card)

REF	INDICATOR	2012	2013												
		DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
1	Nr. of EIT meetings held	1	1	1	1	1	1	1	1	2	1	2	1	1	
2	Nr. of improvement projects completed	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	Nr. of suggestions	0	0	0	0	0	0	0	0	0	0	0	0	0	
4	Nr. of grievance	0	0	0	0	0	0	0	0	0	0	0	0	0	
5	In-line defect rate (%)	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0.00%	
6	End-line defect rate (%)	0,14%	0,12%	0,12%	0,11%	0,09%	0,10%	0,10%	0,09%	0,09%	0,90%	0,10%	0,10%	0.09%	
7	Efficiency (%)	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	
8	On-time delivery rate (%)	98,00%	97,00%	97,00%	98,00%	97,00%	98,00%	97,00%	98,00%	97,00%	98,00%	97,00%	97,00%	97,00%	
9	Energy usage per production unit (Kwh)	0,0115	0,0076	0,0087	0,0074	0,0068	0,0084	0,0075	0,0074	0,0068	0,0084	0,0092	0,0098	0,0046	
10	Absenteesm (%)	1,70%	1,70%	2,1%	1,2%	2,9%	2,9%	4,6%	3,2%	2,1%	1,9%	1,9%	1,6%	1,70%	
11	Labour turnover (%)	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,00%	
12	Accidents logged (nos)	0	0	0	0	0	0	0	0	0	0	0	0	0	
NM – Not monitored. NA – Not applicable. (You may indicate as appropriate)															

2.5 Assessment Design

Given the relatively small sample size of the Working Time Demonstration (seven firms participated throughout the demonstration); we selected a pre-post design (i.e., a before-and-after comparison) for the assessment. We considered more rigorous assessment designs. For example, we considered an experimental design where enterprises are randomly assigned to treatment and control groups. This rigorous approach was not appropriate for the analysis primarily because the small number of firms in the demonstration precludes obtaining meaningful results from an experimental design demonstration. Next, we considered a quasi-experimental approach where firms participating in the demonstration could represent the treatment group; a matched sample of non-participating enterprises could represent the counterfactual. However, to implement a quasi-experimental design, researchers typically need a large sample of comparison firms for the matching process. Inasmuch as such a large sample of comparison firms was not available, there was no opportunity to employ a quasi-experimental evaluation approach. As a result, we concluded that the most appropriate evaluation design to assess the working time demonstration was a pre-post design of participating firms.

For the quantitative assessment, we collected survey data from the owners and managers of participating enterprises; we also surveyed workers in the participating enterprises. In addition to collecting survey data, we reviewed the information collected by the SCORE consultants through the SCORE Programme Monitoring and Evaluation (M&E) database—that is, the Key Performance Indicators (KPIs) tracked when enterprises are taking part in SCORE training as well as descriptive information about the implementation of working time changes.

The baseline surveys of employers and workers were collected in April - May 2013. These data were used to measure the conditions and outcomes in participating enterprises prior to the implementation of the new working time arrangements. A follow-up data collection was conducted approximately ten months after the completion of the baseline data collection (in February-March 2014).

While ten months may not be sufficient to observe measureable benefits from new working time arrangements, our expectation was that some enterprises would make progress in designing and implementing new working time arrangements. Specifically, we did not expect to observe changes in financial outcomes of participating firms (e.g., revenues, profitability, or productivity); nonetheless, we did expect to observe some new working time arrangements. We also expected to be able to observe changes in managers' and workers' attitudes about working arrangements and how it can affect job satisfaction and work-life balance.

Since we do not expect to be able to observe significant changes in quantitative outcomes during the relatively short demonstration implementation period, it is important that our assessment

include a detailed process analysis. A process analysis is needed to enrich the quantitative assessment and to address such questions as:

- a) How do enterprise managers respond to consultants' information on working time?
- b) Were some working time changes considered by the managers?
- c) Were some working time changes implemented and how?
- d) If working time changes were not implemented, why not?
- e) What barriers were faced by managers in implementing working time changes?
- f) What resources do SMEs require to be able to implement working time changes?

A comprehensive process analysis can address these and other questions. In addition, a process analysis can provide the context for interpreting quantitative results and provide insights that may not be captured in the qualitative analysis. In the following chapter, we present our process analysis and the insights that we gained about the design and implementation of the Working Time Demonstration.

Following the process analysis chapter, we present our quantitative results. The results are presented through a series of exhibits showing outcomes at baseline and at approximately ten months after the baseline surveys. We also present the changes in outcomes between these two time periods. We should note, however, that since we do not have a counterfactual (i.e., data from comparison firms that did not receive consulting services), we are not able to attribute the observed changes to the Working Time Demonstration. Nonetheless, in the following sections of this report, we examine key outcomes, including:

- hourly labour productivity (output per person-hour worked);
- average monthly defect rate;
- absenteeism;
- average monthly wage;
- number of accidents per month;
- employee attrition/turnover rate; and
- workers' reported job satisfaction, work-life conflict, and satisfaction with work-life balance.

3. PROCESS ANALYSIS

In this section we describe the results of the process analysis conducted as part of the evaluation of the Working Time Demonstration. Specifically, we describe the results of site visits and observations made by the research team, ILO representatives,⁵ and SCORE consultants.⁶ In the following sections we first describe the seven firms that participated throughout the demonstration followed by a description of the consulting services provided by the SCORE consultants, and the firms' experience with developing and implementing working time adjustments.⁷

3.1 Participating Firms

As described previously, the seven firms that participated in the Working Time Demonstration were in a variety of industries. Specifically,

- four firms are in automotive parts and accessories manufacturing sectors;
- one firm produced hospital equipment;
- one firm manufactured garments (mostly hospital apparel); and
- one firm provided printing services.

The seven firms also varied widely in the number of employees (between approximately 50 and 150 employees) and in annual revenue (between approximately 20 and 85 billion Rp). There was also a wide variation in the gender of the workers in the participating firms. Most firms had very few female workers; one firm (garment factory), however, employed a substantial majority of female workers.

3.2 Consulting Services

Throughout the demonstration, SCORE consultants provided consulting services to each of the participating firms. A review of the documentation maintained by the consultants indicates that the consultant visited the firms approximately monthly (April, May, June, July, September, and November). Each of the six consultant visits focused on a different activity:

⁵ Jon C. Messenger and Naj Ghosheh.

⁶ Insanto W. and Abdullah Santoso Rahardjo.

⁷ One enterprise dropped out early in the demonstration partly due to poor support from management and a lack of authority to adopt new working time arrangements without higher-level approval.

- Visit 1 – (a) establish EIT team, (b) analyze business, (c) discuss working time adjustment options
- Visit 2 – (a) discuss working time adjustment options, (b) review alternative options
- Visit 3 – (a) review problems with implementation,
- Visit 4 – (a) prepare implementation policy
- Visit 5 – (a) assess implementation progress
- Visit 6 – (a) assess implementation progress

While the consultants attempted to maintain a consistent agenda across firms, they were often required to make adjustments in the agenda to accommodate changing firm conditions and changes in composition of the firm management and EIT membership. Changes in EIT membership often affected the timing of working time arrangements that were previously developed and planned. In some cases, changes in EIT membership required consultants to review and repeat the consulting information previously presented.

3.3 Working Time Adjustments

In this section, we review some of the working time adjustments that were planned, attempted, and implemented during the demonstration. Some of the planned working time adjustments had not yet been implemented at the end of the pilot demonstration. A few managers indicated that they planned to implement the changes in the near future. Thus, the demonstration consulting services may have an impact on the participating SMEs in the future.

Based on discussions with the management representatives of several of the participating automotive parts and accessories firms, there were significant obstacles to implementing new working time arrangements. These pressures arose largely from pressures to compete with rival suppliers and pressures to meet customer requirements for quick turn-around of deliverables. For example, automotive parts suppliers claimed that large auto manufacturers (e.g., Toyota) often provided little advance notice and required large quantities of auto parts on very short notice. As a result, workers in these firms were frequently required to work over time. As a result of significant fluctuation in demand and short notice by customers, it was difficult to make permanent working time adjustments.

Another difficulty in implementing working time adjustments cited by managers at several auto parts manufacturing firms was the lack of human resource (HR) support. That is, firms were unable to identify and hire a sufficient number of skilled workers needed to support significant working time changes (e.g., reduce over time hours or add a new shift). Managers indicated that without an ability to recruit and hire new skilled workers it was difficult to implement new working time arrangements. Before these firms could implement significant working time

adjustments, they would need to enhance (and in some cases create) an HR department. This assessment of the difficulties in implementing new working time adjustments suggest that an important obstacle to implementing working time adjustments is the lack of HR resources.

Despite these obstacles to making working time adjustments, a number of auto parts firms made an effort to accommodate worker needs and, at the same time, improve productivity. One auto parts enterprise, for example, experimented with adjusting their work schedule. Specifically, for one month this firm adjusted the normal starting time to 7:00 instead of 7:30. Finishing time was adjusted to finish work 30 minutes earlier (16:00 instead of 16.30) and regular overtime time hours were cut in half - from four hours to two hours per day. This temporary adjustment was implemented during the month of July which coincided with Ramadan in 2013. The firm returned to its previous work schedule the following month.

Unfortunately, the firm did not collect sufficient statistics to assess the effect of this temporary change on firm productivity. Workers' reaction to the the change, however, was positive with workers reporting that they felt better rested and had more time for their families when the new work schedule was in operation.

Other auto parts firms also had difficulties making significant working time changes. One firm, for example, made only minor adjustment to its Saturday hours despite an expressed interest in eliminating Saturday hours. Managers at the firm indicated that Saturday hours were necessary since customers expected delivery of parts on Saturday. If the firm could not accommodate Saturday deliveries, it would lose customers to competitors that were eager to fill the gap,

In general, the auto parts manufacturing firms experienced strong demand. Thus, the difficulties that they faced in making new working time arrangements were due to lack of skilled workers, lack of HR support, and lack of infrastructure to measure the effectiveness of working time changes. In contrast, the other here firms in the demonstration experienced a variety of other obstacles in making working time adjustments.

The hospital equipment manufacturer (e.g., incubators and medical furniture) was experiencing growth as a result of the expansion of health care in Indonesia. However, the small physical size and the location of the facility (i.e., in a residential area) were constraining prospects for further revenue growth. To help improve the situation through new working time arrangements, management together with the worker Enterprise Improvement Team (EIT) suggested the implementation of a compressed working week (CWW) with two teams working four days per week on a rotating basis. While management indicated that this new work schedule was expected to be implemented in the near future, it is unlikely to be implemented. First, the plan has not been tested and appears to be too complicated. Particularly since the firm is planning to move its operations to a non-residential area. Given, the significant disruptions likely to be

caused by moving manufacturing operations, we believe that it is unlikely that the firm will make any significant working time arrangements in the near future.

In the printing firm, both management and the EIT were eager to implement new working time arrangements. However, this firm is experiencing a significant lack of product demand which has made changes in working schedules difficult to implement. Nonetheless, the firm did make a small change in working hours: starting time was shifted to 7:30 from 8:00 with a commensurate 30 minute shift in the ending time. In addition, plans are also in place for an additional 30 minute break on Friday to accommodate Muslim prayer time. As in other firms, there is little infrastructure to measure the effects of these or other working time changes.

Finally, the garment manufacturer operates slightly differently than the other firms. That is, workers in this firm are paid a piece rate instead of an hourly wage. As a result, workers at this firm are eager to produce as many pieces as possible during their work hours. This desire to produce as many pieces as possible hours leads to accidents and poor quality. To reduce the incidence of accidents and improve product quality, management decided to adjust their hours and payment structure.

Initially, the company's working hours were 8:00-12:00 and 13:00-17:00, followed by overtime (if necessary) from 17:00-19:00; between the morning and afternoon working hours, there was a 1-hour lunch break (12:00-13:00). Following discussions with the EIT and business counselors, hours were changed to 7:30-12:00 and 13:00-17:30 with no extra working hours; between the morning and afternoon working hours, there was a 1-hour lunch break (12:00-13:00). In addition to these changes, Saturday hours were reduced by 2½ hours. To encourage adoption of the new working time arrangement, attendance bonuses and a bonus for consistency in showing up to work on time were included as part of the new working time package.

However, after a brief experimentation, widespread tardiness among the workforce forced a return to the workers' preferred starting time of 8:00. The reduction in Saturday hours was retained since workers liked the reduced Saturday hours. Another important change that was implemented was the complete shut-down of the shop floor during lunch hour. That is, management shut all power off during lunch hour to force workers not to work during lunch. There is some indication that this change reduced product defects and workplace injuries. While the results of this change are not documented accurately, there is an indication that fewer product defects and accidents represent productivity improvements.

3.4 Conclusion

The results of the process analysis lead to a number of observations and conclusions. It should be recognized, however, that these conclusions are based on a small sample of SMEs. As a result, we must treat these conclusions with caution.

Each of the participating firms faced a different business environment and different obstacles to implementing working time adjustments. Nonetheless, there are some lessons to be learned from the experiences of these firms. For example, we observed that management at these firms developed new and enhanced awareness of working time adjustments and the potential for changes in working time to improve productivity and workers' work-life balance. We also observed increased workers' awareness of the potential of working time adjustment for improving job satisfaction and work-life balance. This increased awareness of the potential of working time adjustments appear to be a direct result of demonstration and the promotion of management-worker dialogue initiated as a result of the demonstration.

Another observation from the process analysis is that the participating firms lacked the resources and infrastructure needed to effectively implement new working time adjustments. In particular, most participating firms did not have the capacity to support significant changes in working time arrangements. That is, to effectively implement working time adjustments, firms need an effective HR department as well as resources and skills to measure the changes in productivity. Without an HR department that can support recruiting and hiring, firms cannot make significant changes in working time (e.g., reduce overtime hours, add shifts, etc.). Similarly, without the resources and skills needed to measure changes in productivity, management will not recognize improvements in productivity that are brought about by working time changes.

Thus, based on this process analysis, we can conclude that the participating firms did not have the infrastructure necessary to make significant working time adjustments. These firms, however, were able to make more modest changes in working time, including changes in starting and ending time and providing workers with breaks during the workday. Such modest working time changes do not require the firms to make significant investments in infrastructure or hire new workers. Nonetheless, the benefits of these modest changes can easily be measured. For example, management can easily measure reductions in accidents, reduced product defects, and improved product quality. Furthermore, these modest changes can have a substantial positive impact on workers' job satisfaction and work-life balance.

4. EMPLOYER SURVEY RESULTS

In this chapter, we describe the employer survey results. The employer survey was conducted in seven firms located in Jakarta, Indonesia. We interviewed 2-4 management respondents in each firm. For most questions (e.g., how long has the firm been in business), we use the response provided by the majority of the respondents in the firm. For example, if 2 managers answered that the firm was 15 years old but one answered 16 years, we used 15 years as the response. For other questions (e.g., how long have you worked at this firm), we used each respondent's answer.

In presenting descriptive statistics, we generally use the information that was collected during the baseline surveys. For example, in presenting firm age, number of employees, etc. we use the data collected at the time of the baseline surveys.

In the remainder of this chapter, we present the results from the employer survey. For ease of reference, in most exhibits, we identify the question number and the question from the survey as part of the exhibit (the employer survey is included in Appendix A). Below, we first present some descriptive statistics of the participating firms. Next, we present some changes that were reported by managers during the demonstration period (i.e., changes between the baseline and follow-up surveys). Finally, we present managers' attitudes about working time in their enterprise.

4.1 Description of Participating Firms

Seven small and medium-sized enterprises participated in the Working Time Demonstration for the duration of the demonstration. As indicated above, these firms were distributed across a variety of industries (see Exhibit 6). Moreover, all seven firms are generally well established with an average age of 22.1 years in business. As indicated in the exhibit three of the firms are in the auto/auto parts industry; there are also participating firms in printing, garments, industrial metal working, and health care equipment. Two of the enterprises were in business for fewer than 20 years at baseline, while the remaining five firms were in business for more than 20 years.

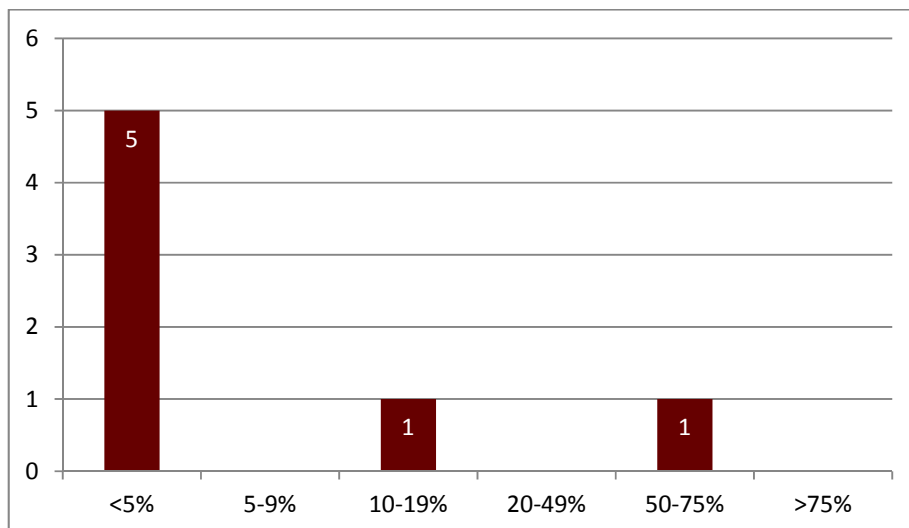
Exhibit 6: Company Industry and Age
(At Baseline)

Company	Industry	Age
A	Health Equipment	25
B	Auto/auto parts	16
C	Garment	31
D	Auto/auto parts	15
E	Auto/auto parts	22
F	Printing	25
G	Industrial Metal Working	21
	AVERAGE AGE	22.1

A5. How many years has [COMPANY] been in business?

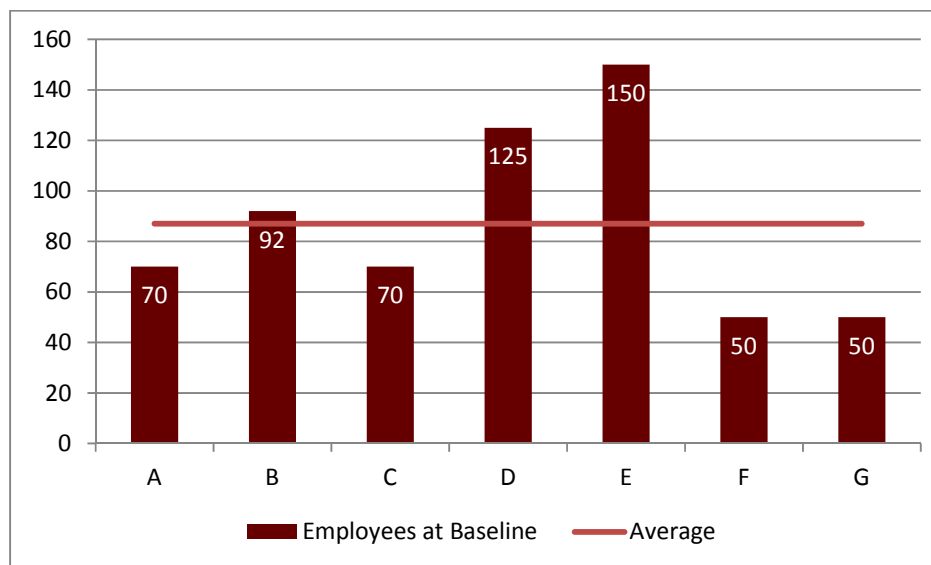
The gender distribution of workers in the seven participating firms is highly skewed. As seen in Exhibit 7, females represented less than five percent of the workforce in five firms. One firm (health equipment) had 10% - 19% female workers while the garment firm had a majority of female workers (50% - 75%). As a result of this skewed gender distribution of workers, we do not analyze the results by gender since such an analysis would be dominated by firm differences rather than gender differences.

Exhibit 7: Percent Female Employees



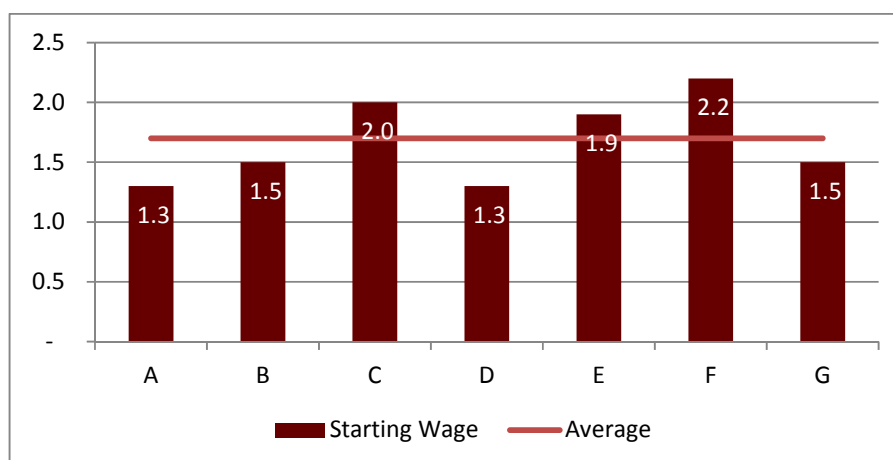
In addition to a variation in industry, age, and gender there is also a wide variation in the size of the seven participating firms (see Exhibit 8). The number of employees in these firms ranged from 50 to 150 workers with an average of 87 workers per enterprise.

Exhibit 8: Number of Employees at Baseline



Just as the firms varied by number of employees, at baseline, the firms also exhibited a broad range of starting wages for new entry-level employees. As seen in Exhibit 9, in two firms, the starting wage for an entry level employee was 1.3 million Rupiah (Rp) per month. In contrast, one firm paid 2.2 million Rp. The average entry-level wage at baseline was approximately 1.7 million Rp.

Exhibit 9: Starting Wages at Baseline
(Million Rp per month)



All companies reported that entry-level salaries are the same for male and female employees with equivalent skills. All companies also reported that the number of hours worked is the same for male and female employees in similar positions.

4.2 Changes from Baseline

In the follow-up survey, we noted a number of changes from the values that were reported by managers in the baseline surveys. While it is not possible to attribute the observed changes to the Working Time Demonstration, some of the observed changes may shed some light on the potential impact of similar training and consulting programs on participating enterprises in developing countries. Below, we describe some of the changes that were observed between the baseline and follow-up surveys.

Before proceeding to describe the observed change in starting wages, we must note that there was a dramatic legal change in minimum wage during the period of the demonstration. Such an exogenous change during the demonstration makes it difficult to assess the effect of the Working Time Demonstration on starting wages. That is, the legal change in Indonesia's minimum wage most likely dominated any impact that the demonstration may have had on the wages of workers in the participating enterprises.

In Indonesia, the legislative standard for minimum wages is specified in Articles 88, 89 and 90 of Act 13 of Indonesia's Labor Law (2003). This law allows for the local governments to set the minimum wage levels for their jurisdiction. Thus, there is no nationwide minimum wage standard; rather, minimum wage is set annually by each province's governor (or each district/city's mayor). In addition, a minimum wage standard is established by sector or occupation within the province.

In November 2013, Jakarta's Governor announced a new minimum wage for 2014. This new minimum was set at Rp 2.4 million (\$213) per month which represents a 10 percent increase from 2013's minimum wage, which was set at Rp 2.2 million.⁸ Once a new minimum wage is established, companies are obliged to adhere to the new minimum wage.

Exhibit 10 presents the starting wage reported by managers in the follow-up survey. As indicated, the starting wage at follow-up was 2.1 million Rp, a significant increase from the baseline starting wage level of 1.7 million Rp. It is interesting to note that the increase in starting wage was not uniform across the participating firms. As seen in Exhibit 11, starting wage increased in 6 of the 7 firms. In one firm (the printing firm), the starting wage declined from 2.2 to 2.0 million Rp. This firm reported difficulty in marketing their products and achieving desired

⁸ <http://www.thejakartaglobe.com/news/jakarta/joko-sets-jakarta-minimum-wage-at-rp-2-4m/>

revenue goals. The remaining 6 firms reported an average increase in starting wage of 40 percent.

Exhibit 10: Starting Wage at Follow-up
(Million Rp per month)

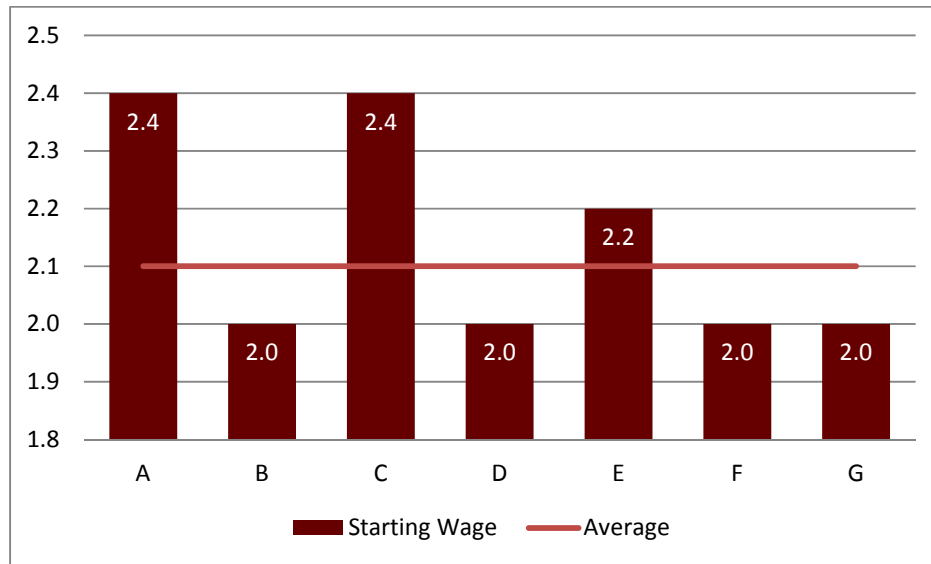
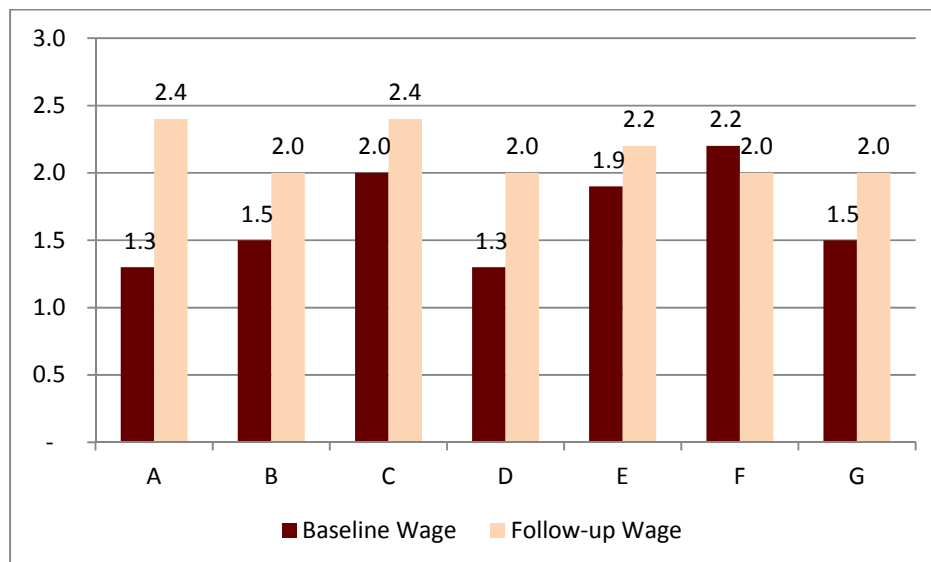


Exhibit 11: Starting Wage at Baseline and Follow-up
(Million Rp per month)



Based on managers' survey responses, approximately half of the firms reported some difficulty in recruiting suitably skilled workers, while the rest reported no such difficulties. Based on discussions with the managers, it appears that recruiting was mainly a problem in growing firms

and firms that required trained workers. Firms that had stable or declining revenues did not appear to have recruiting issues.

The number of work days in a typical week did not change during the demonstration period. Two firms indicated that typically they work 5 days a week; five firms responded that a typical work week is 6 days (see Exhibit 12).

Hours of work however did change during the demonstration. In Indonesia, minimum wage is calculated based on a 40-hours work week which can be either: (a) 7 hours a day and 40 hours a week for 6 workdays a week, or (b) 8 hours a day and 40 hours a week for 5 workdays a week.⁹ Beyond 40 hours per week, employers must pay overtime. As indicated in Exhibit 13, at baseline 3 of the 7 firms indicated that a typical work week was 40-44 hours; the remaining firms indicated that typically their work week was 45-50 hours. At follow-up, however, work hours shifted among these firms. One firm reported that the typical work week was more than 50 hours; two firms reported work weeks of 45-50 hours; and four firms reported typical work weeks of 40-44 hours.

Exhibit 12: Days per Week

B1. In a typical week, how many days does the typical production worker work?		
	Baseline	Follow-up
4 days	0	0
5 days	2	2
6 days	5	5

Exhibit 13: Hours per Week

B4. In a typical week, how many TOTAL hours (including overtime) does a typical production worker work?		
	Baseline	Follow-up
40-44 hours	3	4
45-50 hours	4	2
More than 50 Hours	0	1

⁹ Act No 13/2003 article 77 regulates weekly work hours for minimum wage.

These results suggest that workers' hours in some of the demonstration firms declined during the period of observation while workers' hours in another firm increased. That is, whereas, at baseline, no firm reported more than 10 hours of overtime per week, at the time of the follow-up, one firm reported more than 50 total working hours per week.

On the basis of the employer's survey, it is unclear whether changes in weekly work hours increase or decrease workers' satisfaction. As indicated in Exhibit 14, managers indicated that, at follow-up, workers were generally satisfied with their work hours. Specifically, managers in 100% of the firms responded that they believed that their workers were generally satisfied with their firms' weekly hours of work. In contrast, at baseline, managers in one firm reported that workers were not generally satisfied with their work hours.

Exhibit 14: Managers' Perceptions of Employees' Satisfaction with Working Hours

B10. Employees generally satisfied with weekly hours of work?		
	Baseline	Follow-up
Yes	6	7
No	1	0

In response to a question about workers' ability to get time off to take care of family issues, all seven employers answered 'yes' (Exhibit 15). In contrast, only two employers indicated that workers can adjust their schedule in order to take care of family issues, the other five employers responded 'no' (see Exhibit 16). Again, no change between the baseline and the final surveys.

Exhibit 15: Ability to Adjust Work Schedules

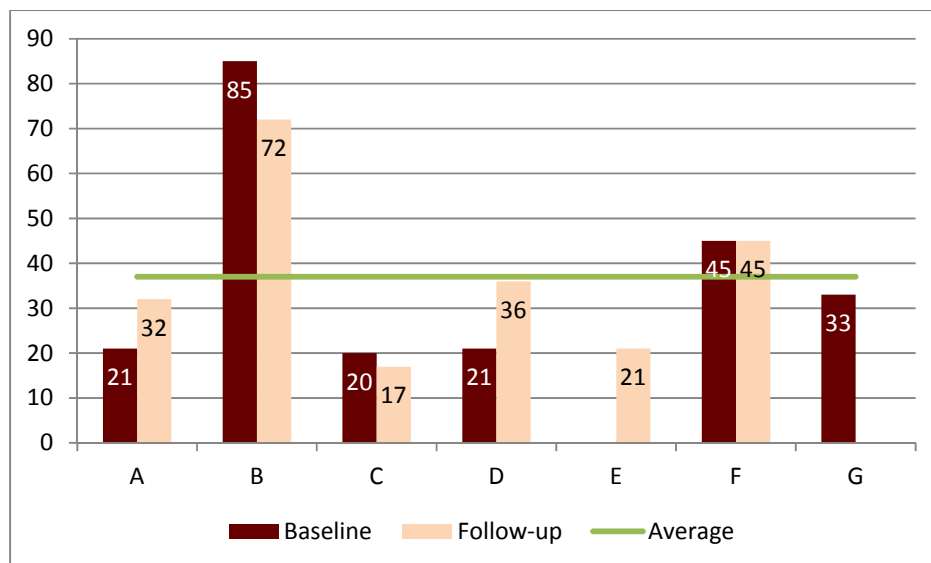
B12. Can workers get time off to take care of family issues?		
	Baseline	Follow-up
Yes	7	7
No	0	0

Exhibit 16: Ability to adjust schedules

B12. Can employees adjust their daily work schedules to take care of family issues?		
	Baseline	Follow-up
Yes	2	2
No	5	5

Just as there is a wide range in the number of employees across the seven participating firms, there is also a broad range in the level of revenues for the participating firms (see Exhibit 17). As indicated, some of the firms experienced an increase in revenue during the observation period while others experienced a decline (data is missing where the respondents answered “don’t know”). As indicated in the exhibit, the average revenue for the participating firms is 37 billion Rp. The smallest firm had revenue of 20 billion Rp in 2012; the largest firm had 85 billion Rp in revenue. As indicated in the exhibit, revenue increased in some firms and decreased in others.

Exhibit 17: Revenue (Rp billion)



C1. What was [COMPANY]'s total sales/revenue in 2012?

All participating firms indicated that they measure the quality of the firm’s output as well as productivity. Interestingly, however, at baseline all managers responded that their firm’s productivity had increased in 2012 (before the demonstration). In the follow-up period, however, two firms indicated that their productivity did not increase in 2013 (during the

demonstration). One interpretation of this result is that the managers at participating firms were now using more sophisticated approaches to measuring firm productivity and, as a result, they were able to respond more accurately.

A review of managers' response to an open-ended question about measuring productivity (**C6. How does the COMPANY measure productivity?**) indicated that some of the firms were using detailed procedures to measure productivity. Since the SCORE consultants emphasized measurement of productivity in their consulting services we believe that managers now pay more attention to measuring productivity.

Another area where we observed an interesting change between baseline and follow-up is in the number of accidents recorded in the participating enterprises during the prior year. As indicated in Exhibit 18, at baseline six enterprises reported 1-5 worker accidents in the prior year. At the time of the follow-up, only two firms reported 1-5 worker accidents in the prior year; the remaining five enterprises reported no accidents in the prior year. Thus, it appears that the consultant services may have influenced enterprise awareness about worker safety.

Exhibit 18: Number of Worker Accidents Recorded in Prior Year

C11a. How many worker accidents were recorded last year?		
	Baseline	Follow-up
None	1	5
1-5 times	6	2

4.3 Managers' Attitudes about Working Time

As described in Exhibit 2, we interviewed 20 managers in the baseline survey and 19 managers in the follow-up survey for a total of 39 respondents in the two surveys. More than half of the 39 manager respondents (24) responded to both surveys. The remaining respondents responded to either the baseline or the follow-up survey. To assess the attitudes and changes in attitudes among the manager respondents, we can either examine the 12 managers who responded to both surveys or we could examine the attitudes of all managers in the sample. A review of the data indicates that the results appear quite similar whether we assess all respondents or only the respondents who responded to both surveys. Below, we present the results for both groups: (a) all respondents (39) and (b) repeat respondents (24). Where the results are substantially different for the two samples, we discuss both results; otherwise, we focus on all respondents.

In the surveys, we asked about managers attitudes on the impact of working time on a variety of worker outcomes. Specifically, we asked the following question:

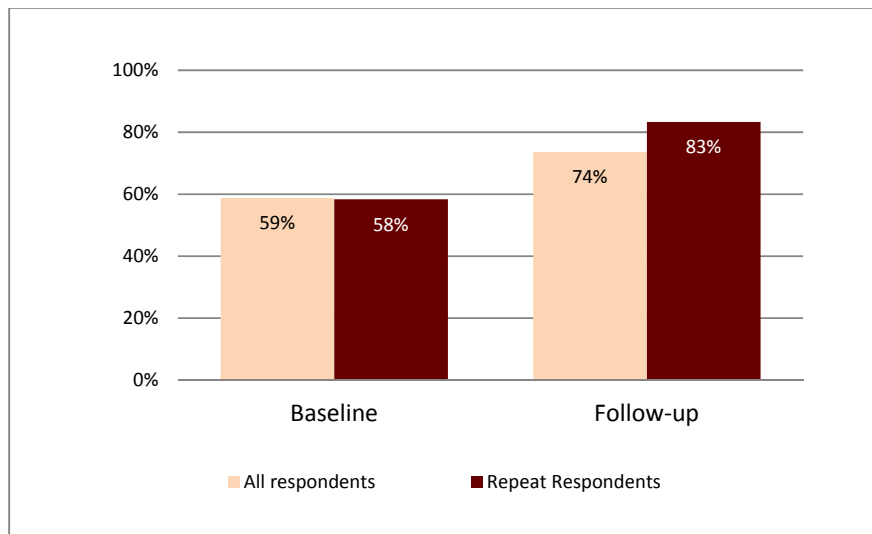
E1. *Some people think that changes to working hours or work patterns can have an effect on the firm or its employees. I am going to read you a number of statements. Thinking of your company, please tell me how strongly you agree or disagree with each statement. Tell me if you (a) Strongly Agree, (b) Agree, (c) Neither agree nor Disagree, (d) Disagree, or (e) Strongly Disagree.*

We then asked managers to assess the effect of working time on the following outcomes:

- a. Improved worker satisfaction
- b. Improved worker productivity
- c. Reduced quit rates of workers
- d. Reduced the cost of hiring/re-hiring
- e. Improved profitability
- f. Reduced the number of accidents
- g. Reduced the number of stoppages
- h. Reduced defect rates
- i. Improved quality of production
- j. Improved family relationships
- k. Improved well-being of workers
- l. Other (please specify): _____

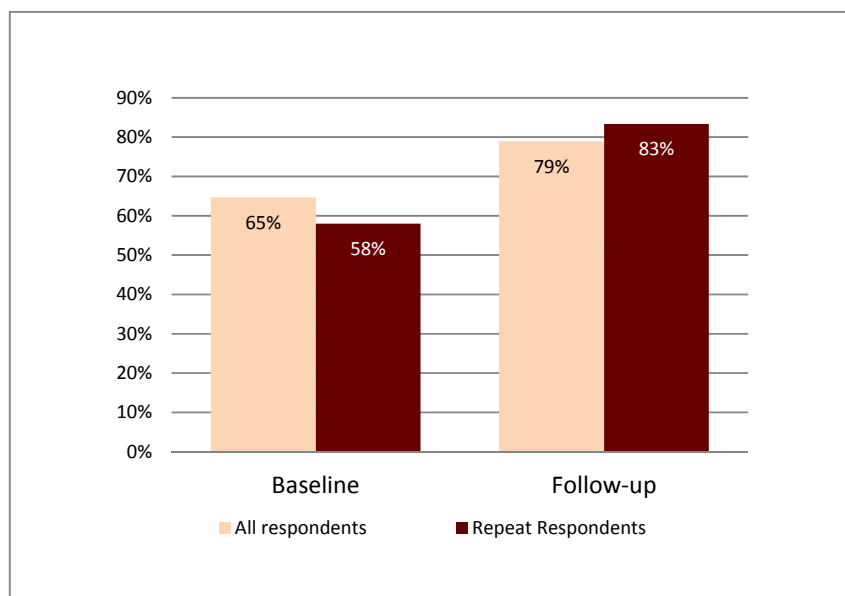
In the graphs below, we present the percentage of respondents who responded positively (either a. *Strongly Agree* or b. *Agree*). For example, in Exhibit 19, at baseline, 59% of all respondents responded positively to **E1a. Improved Worker Satisfaction**; the remaining 41% (not shown) gave a neutral or negative response to this question: c. *Neither agree nor Disagree*, d. *Disagree*, or e. *Strongly Disagree*. At follow-up, managers' attitudes were more positive regarding the effect of changes in working time arrangements on improved workers' satisfaction (74%). Thus, it appears that participation in the demonstration changed managers' attitudes positively toward working time changes.

Exhibit 19: Improved Worker Satisfaction



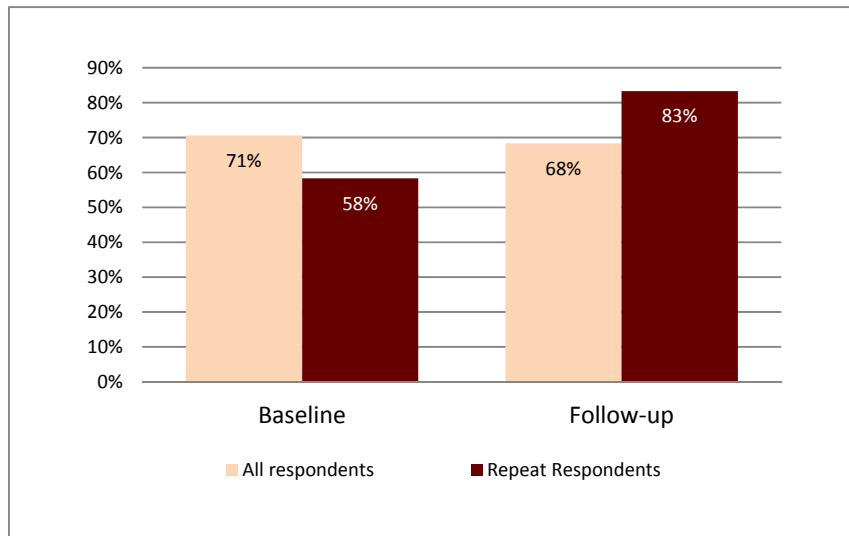
The change in managers' attitudes appears similar with regard to improvement in worker productivity. As indicated in Exhibit 20, there was a small increase between baseline and follow-up in managers' positive attitude with regard to **E1b. Improved Worker Productivity**. Managers were more positive at follow-up in their attitude about the impact of changes in working time arrangements on improving worker productivity. As in the previous exhibit, the change from baseline to follow-up is slightly more positive for repeat managers (i.e., managers who responded to both surveys).

Exhibit 20: Improved Worker Productivity



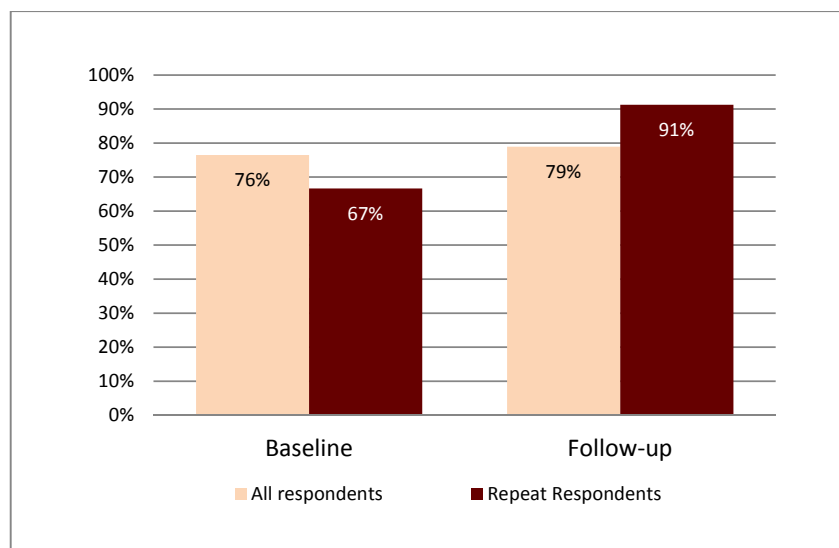
While managers' attitudes on nearly all outcomes appear to change positively, there were a small number of outcomes that were hardly affected. For example, among all respondents, there was a minimal (slightly negative) change in managers' attitude that working time changes improved profitability (see Exhibit 21). In contrast, among repeat respondents the change in attitude was more positive.

Exhibit 21: Improved Profitability



Similarly, among all respondents, there was a slightly positive change in managers' attitudes that working time changes reduced the number of accidents (see Exhibit 22). In contrast, among repeat respondents the change in attitudes was more positive.

Exhibit 22: Reduced Number of Accidents



In a second series of question (E3), we asked managers how workers feel about their working conditions at the firm. Specifically, we asked the following:

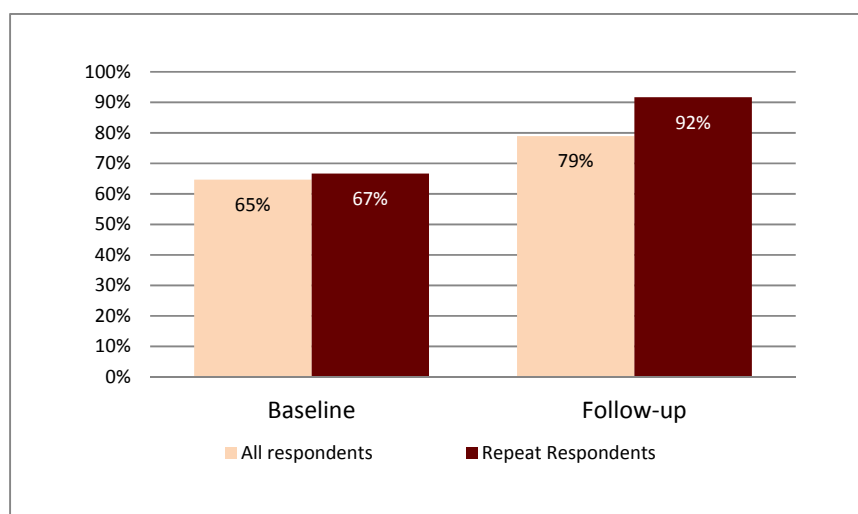
E3 *I am going to read a list of aspects of your company's working conditions. Please tell me how the workers in your company feel about each aspect. Tell me if you think they: (a) Strongly Like, (b) Like, (c) Neither Like Nor Dislike, (d) Dislike, or (e) Strongly Dislike.*

We then asked managers to assess how workers feel about the following aspects of the company's working conditions:

- a. Daily work hours
- b. Weekly work hours
- c. Overtime hours
- d. Flexibility in working hours
- e. Salary
- f. Health and safety conditions
- g. Job satisfaction
- h. Work-life balance
- i. Opportunity for promotion
- j. Other (please specify): _____

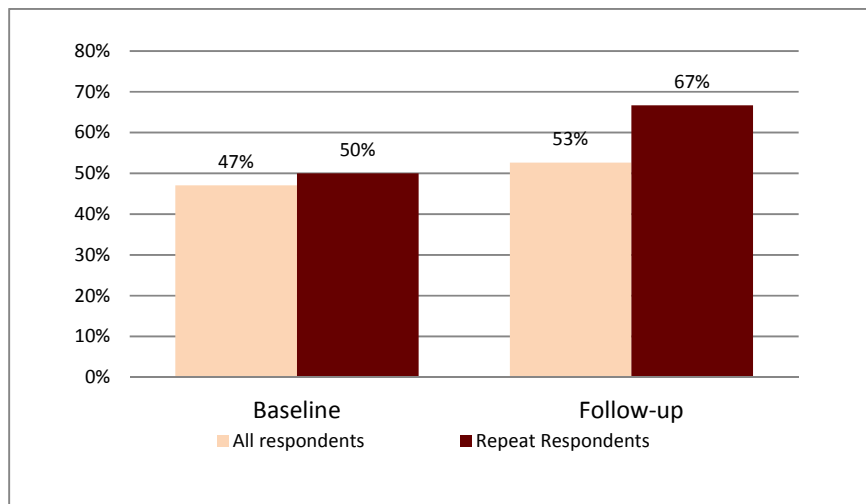
We then grouped the positive responses (a. *Strongly Like* and b. *Like*) and present the results in the graphs below. As indicated in Exhibit 23, managers indicated that workers in their firm generally feel positively toward their daily working hours. Moreover, managers' belief grew more positive at follow-up as compared with the baseline period. Again, the increase for repeat respondents was greater than for all respondents.

Exhibit 23: Daily Work Hours



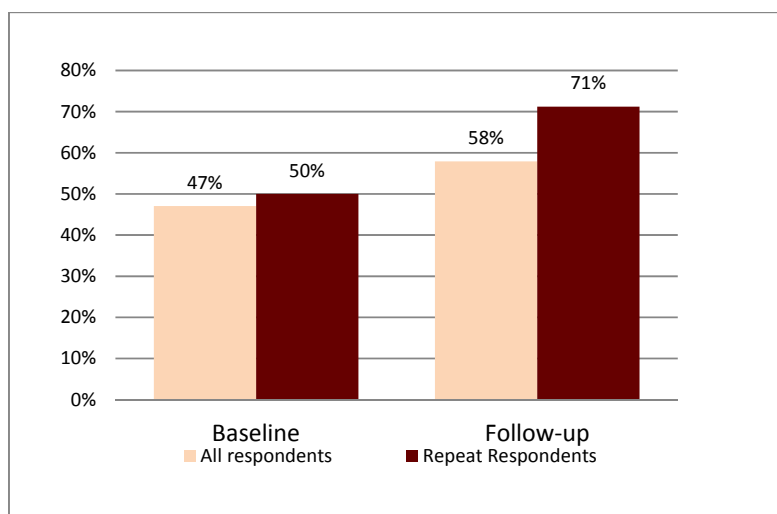
Managers' responses regarding overtime hours were similar. As indicated in Exhibit 24, managers indicated that workers were generally satisfied with their overtime hours at baseline; managers' perception of workers' satisfaction levels increased somewhat at follow-up. Again the increase was somewhat higher for the repeat respondents.

Exhibit 24: Overtime Hours



The results of managers' views regarding workers' feelings about the work-life balance at the firm are presented in Exhibit 25. These results are nearly identical to the results on feelings about overtime hours. That is, managers believed that workers were generally satisfied with the work-life balance at baseline and their perceptions of workers' satisfaction levels increased somewhat at follow-up.

Exhibit 25: Work-Life Balance



The results of the employer surveys generally indicate that managers believe that changes in working time arrangements can have a positive effect on important firm outcomes. Furthermore, managers generally believe that workers feel positively toward their working conditions. Interestingly, when comparing managers' survey responses at baseline with the responses at follow-up, managers were uniformly more positive at the follow-up survey. This conclusion indicates promise for programs like the Working Time Demonstration since, it appears that managers have 'bought into' the ideas and concepts about changes in working time arrangements that were presented by the consultants.

Employers' acceptance and adoption of the potential benefits of working time adjustments is critical to the overall success of a program such as the Working Time Demonstration. This conclusion was eloquently expressed in a recent study:¹⁰

“Regardless of how well-designed a company’s approach to workplace flexibility is, if managers aren’t on board and don’t have the skills and attitudes to manage effectively, it will flounder. It’s as simple as that. This study is proof positive that it is possible to properly equip managers, even those who might be resistant, to succeed in leading a flexible team.”

¹⁰<http://nebula.wsimg.com/530151b29ea17477413883c70f65ab80?AccessKeyId=C35ABFD395C6B39BAA6C&disposition=0&alloworigin=1>

5. WORKER SURVEY RESULTS

In addition to interviewing employers at baseline and at follow-up, we interviewed employees at the participating firms as well. In this chapter, we describe the results of the Worker Survey. As presented in Exhibit 2, we interviewed 22 workers at baseline and 22 at follow-up for a total of 44 worker respondents. Half of the 44 worker respondents (22) responded to both the baseline and follow-up surveys; the remaining 22 respondents responded to either the baseline or the follow-up survey only. In the analysis below, we generally use the full sample of 44 respondents. In some cases, for example, to assess attitude changes among respondents, we present results for the following groups separately: (a) all respondents (44) and (b) repeat respondents (22).

As in the previous chapter, for ease of reference, in each exhibit we identify the question number and text from the survey (the full worker survey is included in Appendix B). In the remainder of this chapter, we first present descriptive statistics of the workers in the sample; next, we present changes that were reported during the demonstration period (i.e., changes between the baseline and follow-up surveys); finally, we present workers' attitudes about their working time.

5.1 Workers in the Participating Firms

As indicated in Exhibit 26, most of the respondents in the baseline and follow-up surveys were production workers, with very few respondents in other categories.

Exhibit 26: Position in Company

A3. What is your position at [COMPANY]?		
Categories	Baseline	Follow-up
Manager	0	0
Supervisor	1	0
Production Worker	18	20
Clerical Worker	0	0
Administrative Worker	1	2
Other, specify	1	0

As indicated in Exhibit 27, most worker respondents had 10 or less years of experience at the firm; the average tenure of surveyed workers was 9.3 years.

Exhibit 27: Employment Length

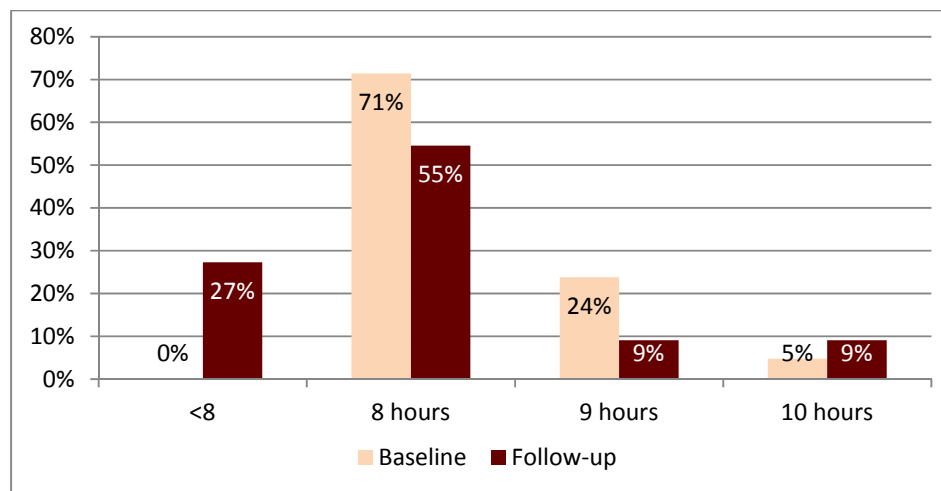
A4. How many years have you worked at this company?		
Categories	Baseline	Follow-up
Less than 6 years	8	8
6 – 10 years	4	6
11 – 20 years	6	6
More than 20 years	2	2
Missing	2	0
Average: 9.3 years		

5.2 Changes from Baseline

All workers interviewed reported an increase on salary in both 2012 and 2013. This annual increase in salary is largely due to the increase in the minimum wage decrees that took effect in November 2012 and November 2013. It is interesting to note that all respondents indicated that men and women holding the same position work the same number of hours per week. Furthermore, all respondents indicated that men and women with similar skills receive the same starting salary.

In addition to reporting salary changes, workers in participating firms also reported changes in their work hours. As indicated in Exhibit 28, at baseline, no respondents reported working fewer than 8 hours in a typical day; at follow-up, 27 percent reported fewer than 8 hours of work in a typical day. The only response category that increased from baseline to follow-up was working 10 hours on a typical day (an increase from 5 to 9 percent). On average, the typical work day fell from 8.3 to 8.0 hours.

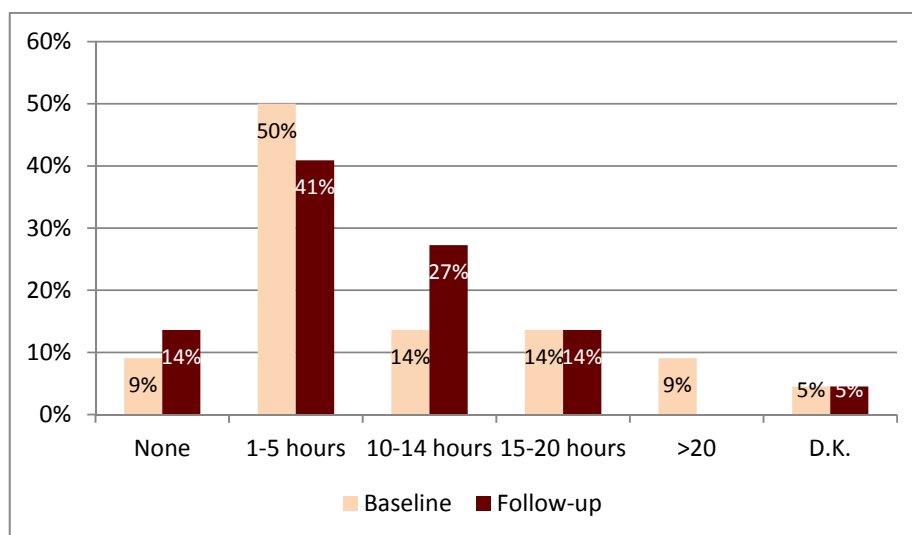
Exhibit 28: Hours per Day



B2 In a typical DAY, how many hours do you work?

The questionnaire also addressed overtime hours worked in a typical week. All workers indicated that overtime hours were required and were not voluntary. Only two respondents indicated that they can choose the number of overtime hours they would like to work; others responded that they had no choice in number of overtime hours. As indicated in Exhibit 29, nearly all workers indicated that they worked some overtime hours in a typical week. The exhibit also indicates that some workers experienced a decline in overtime hours while others experienced an increase. For example, the proportion of workers who reported working 10-14 hours of overtime in a typical week nearly doubled from 14% at baseline to 27% at follow-up. Nonetheless, overall there was a decrease in average overtime hours from 7.9 hours per week to 7.0 hours per week.

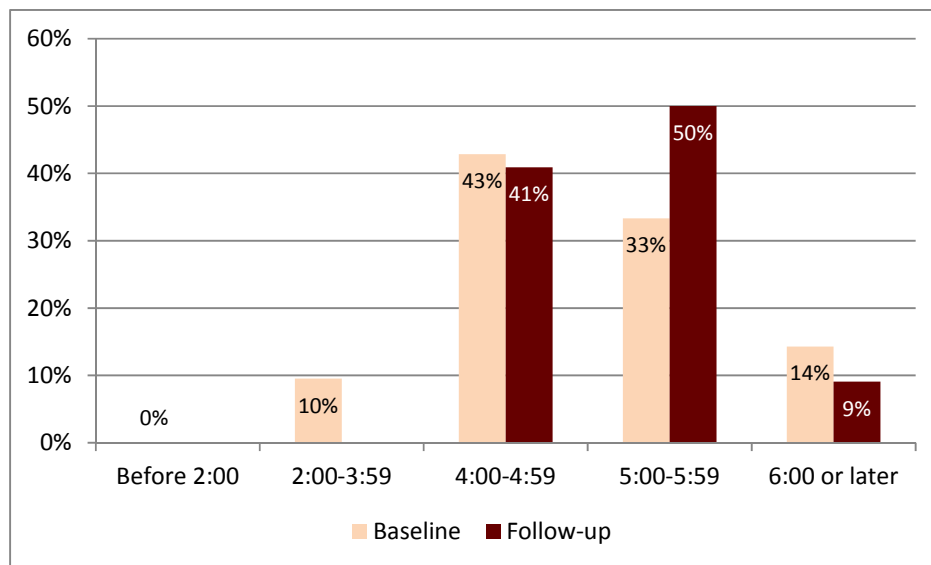
Exhibit 29: Overtime Hours per Week



B5 In a typical WEEK, how many OVERTIME hours do you work?

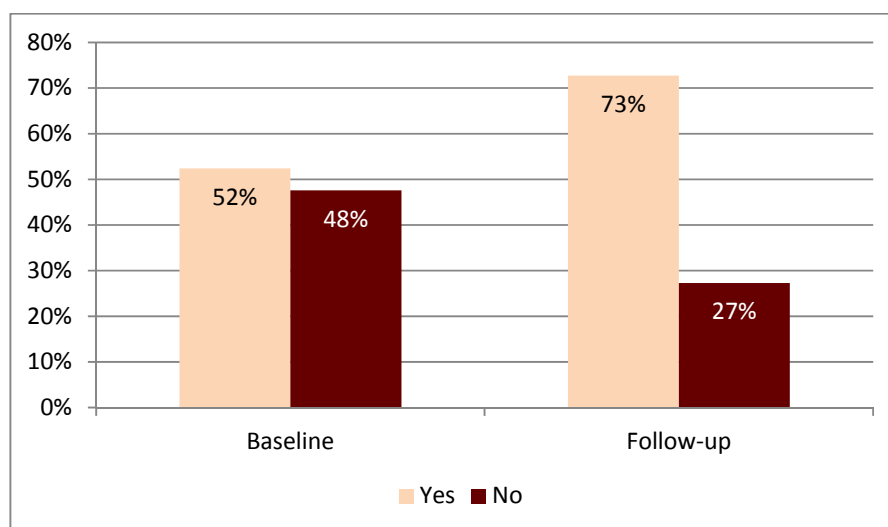
An examination of the normal work starting time at baseline and at follow-up indicated that half of the enterprises typically start the work day at 7:00-7:59 AM; the other half start the work day at 8:00-8:59AM. The distribution of ending times, however, was more varied across the participating firms. As seen in Exhibit 30, at baseline, 10 percent of workers ended their work day before 4:00 PM; at follow-up, however, no workers ended the work day before 4:00 PM. Moreover, at follow-up, there was an increase in the number of workers who ended the work day at 5:00-5:59PM (from 32 percent to 50 percent).

Exhibit 30: Normal End Time



Only one worker reported dissatisfaction with the starting and ending work times. There was, however, more dissatisfaction with the total hours of work per week. As indicated in Exhibit 31, at baseline, only approximately half of the respondents (52%) were satisfied with their total hours and the other half were dissatisfied. At follow-up, satisfaction with working hours improved and nearly three-quarters (73%) were satisfied and approximately one-quarter (27%) were dissatisfied with their total hours. It should be noted that among those who responded that they were not satisfied with their total hours, some wanted more hours while others wanted fewer hours.

Exhibit 31: Satisfaction with Total number of Work Hours



When we asked managers about absenteeism in their firms, all managers responded that absenteeism does not represent a problem. When we asked the workers about the number of days that they had been absent in the past six months, a substantial number indicated that they had been absent from work during this period. On average at baseline, workers reported that they were absent 2.3 days over the past six months; at follow-up, workers reported 2.0 days absences during the past six months. Apparently, this level of absenteeism does not represent a problem for managers since they indicated that they did not have a problem with absenteeism.

5.3 Workers' Attitudes about Working Time

In addition to asking workers objective questions about their work, we also asked workers a series of opinion questions about work schedules and other conditions at their work place. For example, we asked:

- D1. *Some people think that changes to working hours or work schedules can have an effect on the firm or its employees. Thinking of your company, please tell me how strongly you agree or disagree with each statement. Tell me if you (a) Strongly Agree, (b) Agree, (c) Neither agree nor Disagree, (d) Disagree, or (e) Strongly Disagree.*

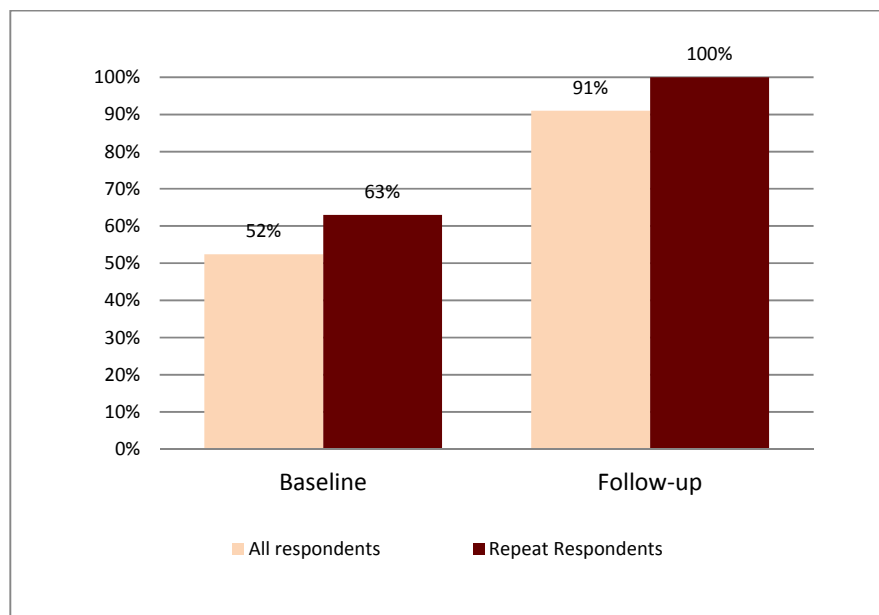
We then asked workers for their views of the impact of changing working hours or work schedules on the following outcomes:

- a. Improved worker satisfaction
- b. Improved worker productivity
- c. Reduced quit rates of workers
- d. Reduced cost of hiring/re-hiring
- e. Improved profitability
- f. Reduced the number of accidents
- g. Reduced the number of stoppages
- h. Reduced defect rates
- i. Improved quality of production
- j. Improved family relationships
- k. Improved well-being of workers
- l. Other (please specify): _____

In the graphs below, we present the percentage of respondents who responded positively (either a. *Strongly Agree* or b. *Agree*). We also show results separately for (a) workers who responded to both the baseline and follow-up surveys (i.e., repeat respondents), and (b) all respondents. For example, in Exhibit 32, at baseline, 52% of all respondents responded positively to **D1a. Improved Worker Satisfaction**; the remaining 48% (not shown) gave a neutral or negative response to this question: c. *Neither agree nor Disagree*, d. *Disagree*, or e. *Strongly Disagree*. At

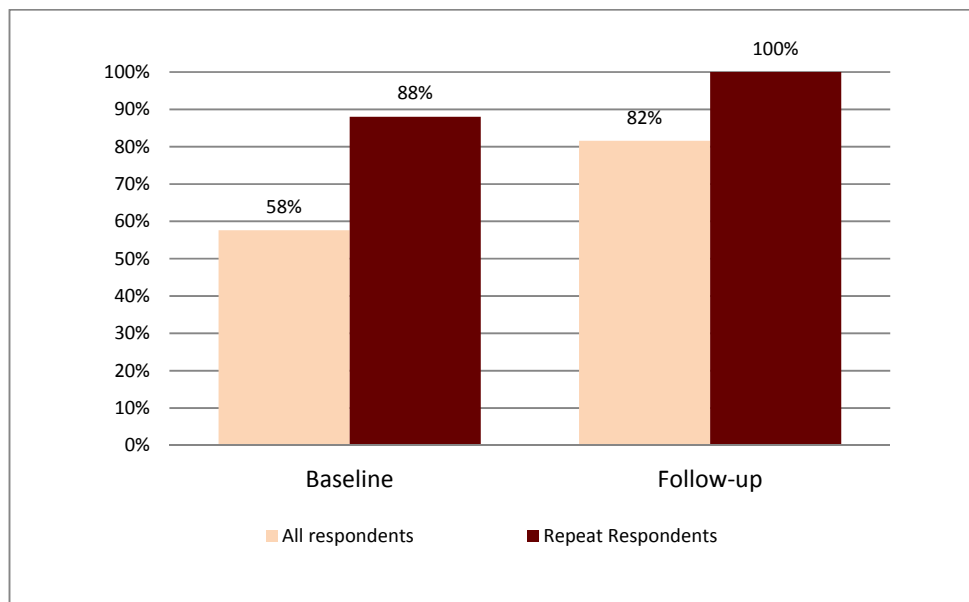
follow-up, workers' attitude was more positive; 91% responded that changes in working time arrangements improved workers' satisfaction. Thus, it appears that participation in the demonstration changed workers' attitudes positively toward the impact of working time changes on workers' job satisfaction.

Exhibit 32: Improved Worker Satisfaction



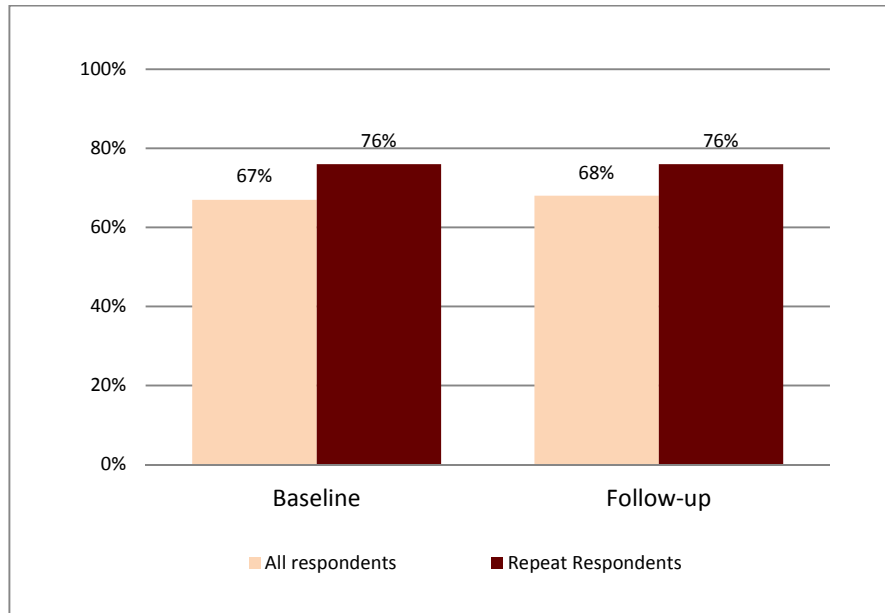
A similar improvement in workers' views is seen in Exhibit 33 where, at baseline, 58% of all workers' indicated that they thought that changes in working time arrangements improved workers' productivity. At follow-up, 82% of all workers indicated that they thought that changes in working time arrangements improved workers' productivity.

Exhibit 33: Improved Worker Productivity



Similar improvements in workers' views about the effects of changes in working time arrangements were found for most of the other outcomes listed above (e.g., reduced quit rates, improved family relationships, etc.). There were, however, some outcomes where worker views showed little improvement between baseline and follow-up. For example, as indicated in Exhibit 34, among all respondents, approximately two-thirds of the sample at baseline and at follow-up indicated that changes in working time arrangements have a positive effect on quality of production. Thus, the demonstration affected workers' views about the effect of changes in working time arrangements on some outcomes, the demonstration did not affect workers' views on other outcomes.

Exhibit 34: Improved Quality of Production



In addition to asking workers about their general views on the effects of changes in working time arrangements, we also asked workers a series of more specific questions about their companies' working time arrangements:

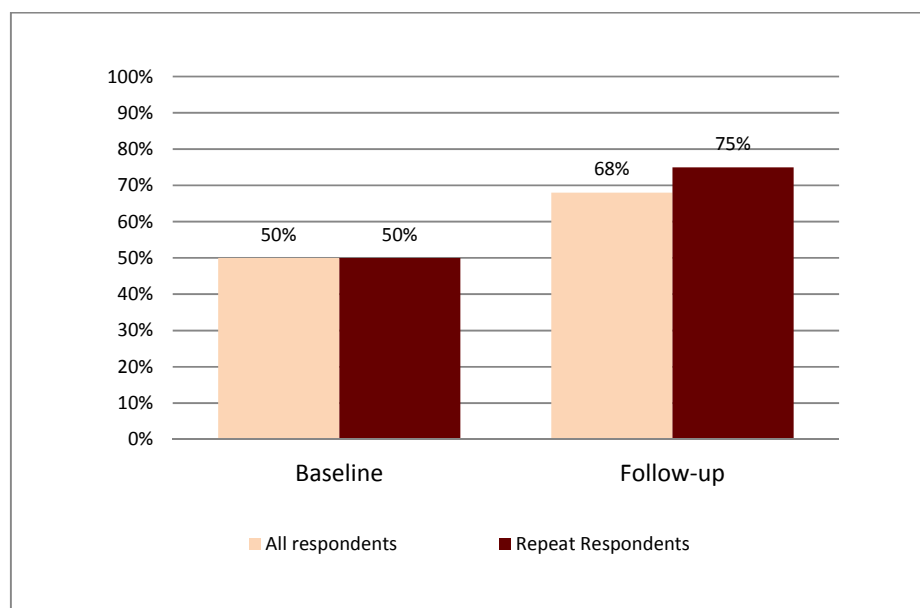
D2 *I am going to read a list of aspects of your company's work practices. Please tell me how you feel about each of the following aspects of your company's work practices. Tell me if you: (a) Strongly Like, (b) Like, (c) Neither Like Nor Dislike, (d) Dislike, or (e) Strongly Dislike.*

We asked workers about the following aspects of their company's work practices:

- a. Daily work hours
- b. Weekly work hours
- c. Overtime hours
- d. Flexibility in working hours
- e. Salary
- f. Health and safety conditions
- g. Job satisfaction
- h. Opportunity for promotion
- i. Other (please specify): _____

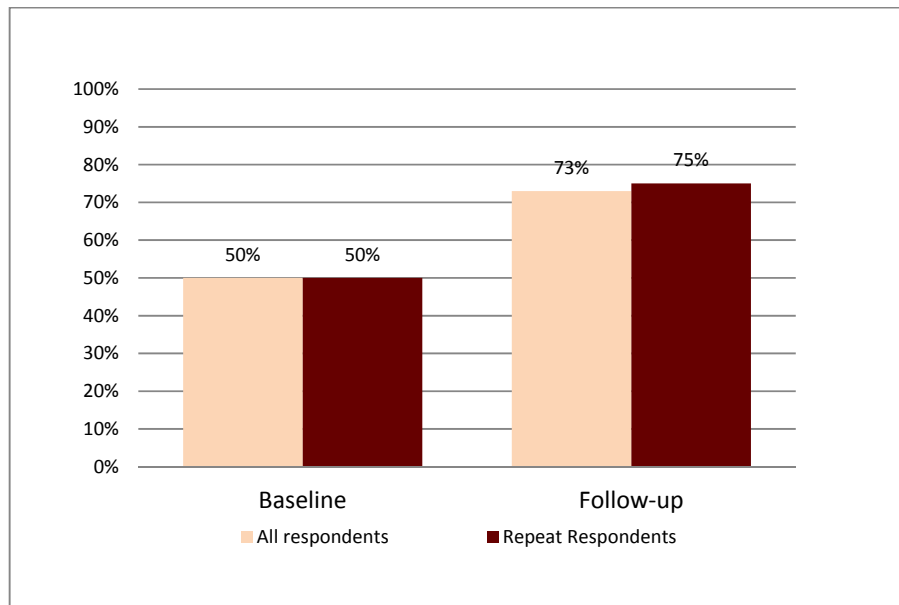
We then combined (a) *Strongly Like* and (b) *Like* to indicate approval of the company's practice. As indicated in Exhibit 35, among all respondents, at baseline, half who responded indicated approval of their company's daily work hours. At follow-up, the proportion of respondents who indicated that they approved of their company's daily work hours increased to two-thirds (68%).

Exhibit 35: Daily Work Hours



An analysis of other aspects of the company’s practices revealed similar results. For example, Exhibit 36 presents workers’ views about how their company’s practices affect job satisfaction. The results show that at baseline half the respondents indicated approval of their company’s practices; at follow-up, approximately three-quarters of respondents expressed approval.

Exhibit 36: Job Satisfaction



In addition to asking about workers’ opinions about aspects of their companies’ practices, we asked workers their opinions about their companies’ working time arrangements:

D3 *Now, I would like to know about how working time arrangements (work schedules) affect you and your family. For each of the following, please tell me if you: (a) Strongly Agree, (b) Agree, (c) Neither Agree nor Disagree, (d) Disagree, or (e) Strongly Disagree.*

Specifically, we asked workers’ their opinions on whether working time arrangements:

- a. Provide sufficient time with family
- b. Allow time to deal with family needs
- c. Allow time to deal with family emergencies
- d. Allow to have a good work-life balance
- e. Improve job satisfaction
- f. Other (please specify): _____

As depicted in Exhibit 37, about two-thirds (68%) of all respondents at baseline strongly agreed or agreed that the company's working time arrangement provides sufficient time with their families. At follow-up, all respondents strongly agreed or agreed that the company's working time arrangement provides sufficient time with their families. Workers responded similarly that the company's working time arrangements allow them sufficient time to deal with: family needs (Exhibit 38) and family emergencies (Exhibit 39).

Exhibit 37: Sufficient time with family

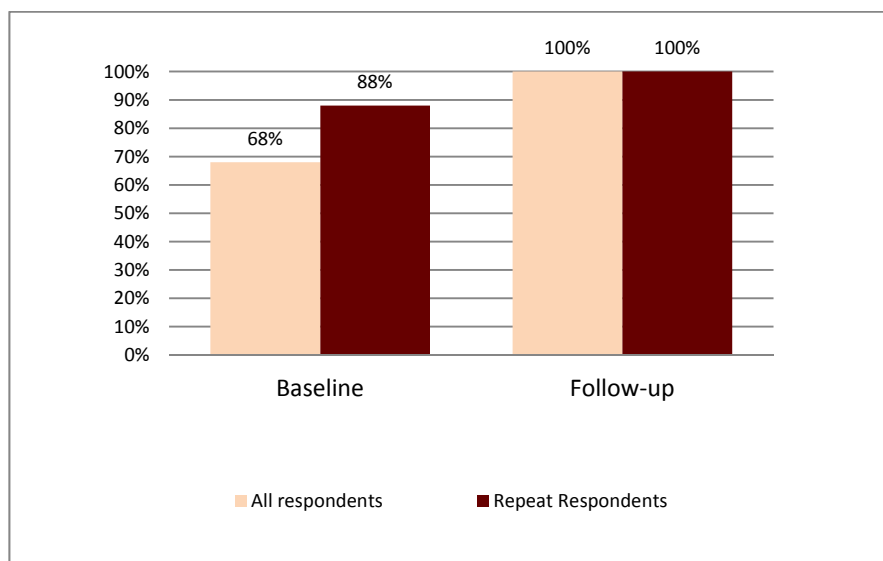


Exhibit 38: Sufficient Time to Deal with Family Needs

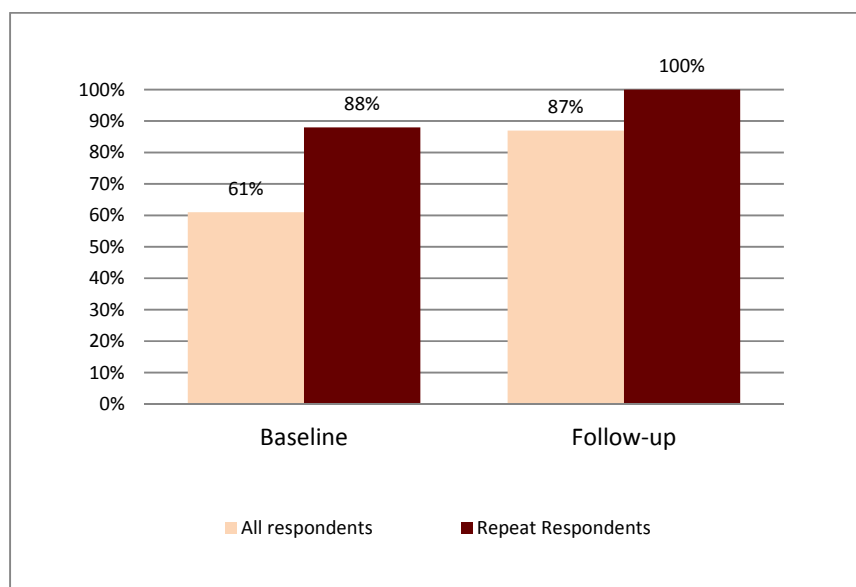
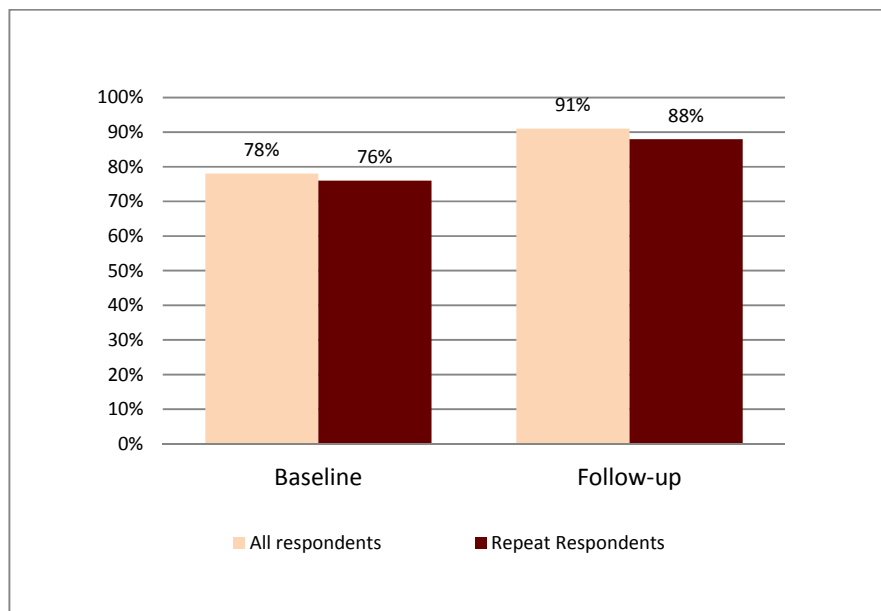
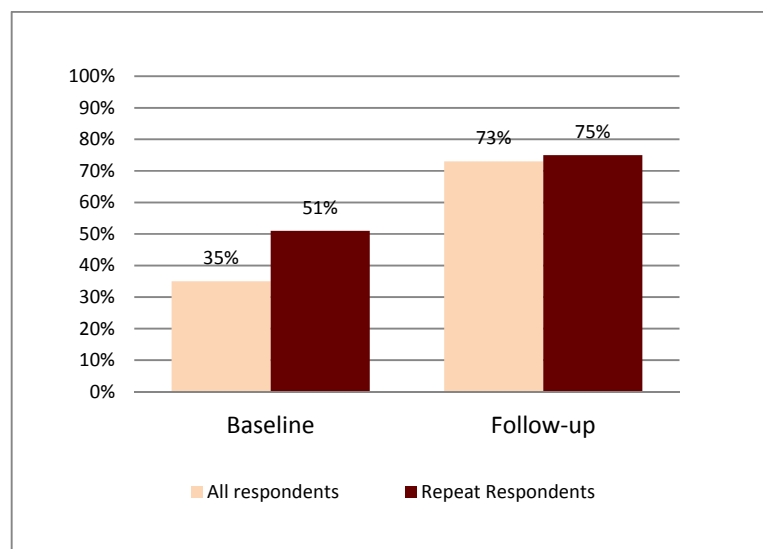


Exhibit 39: Sufficient Time to Deal with Family Emergencies



Workers’ reponses about how working time arrangements affect their work-life balance is presented in Exhibit 40. At baseline, only about one-third (35%) of all respondents said that they strongly agreed or agreed that their company’s working time arrangements allowed them to have a good work-life balance. At follow-up, nearly three-quarters (73%) of the respondents had the same views. This result suggests that the demonstration may have had an impact on workers’ work-life balance.

Exhibit 40: Working Time Arrangements and Work-Life Balance



Finally, we asked workers about their overall opinion about their current job and their work-life balance.

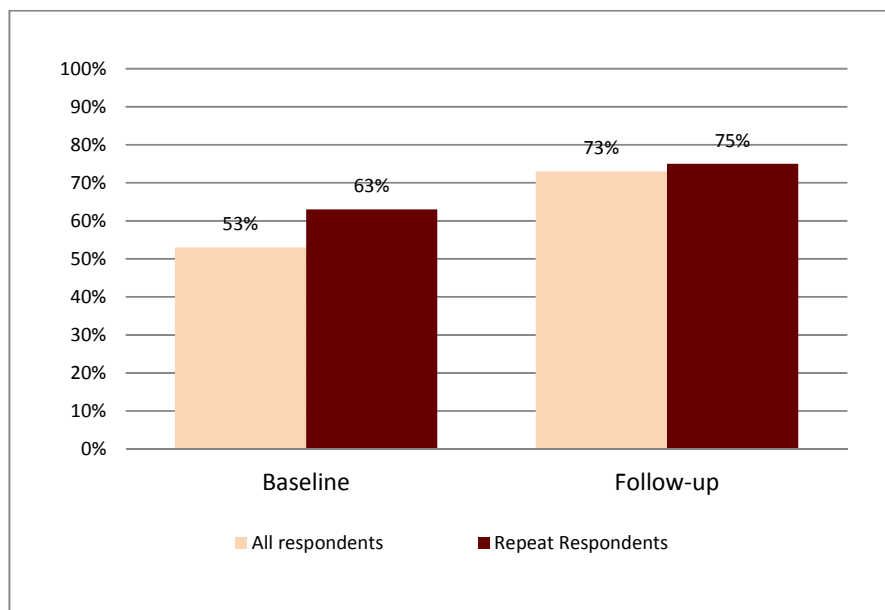
D4 *In summary, for each of the following please tell me if you are (1) Highly Satisfied, (2) Satisfied, (3) Neither Satisfied nor Dissatisfied, (4) Dissatisfied, or (5) Highly Dissatisfied with:*

(a) Your current job

(b) Your work-life balance

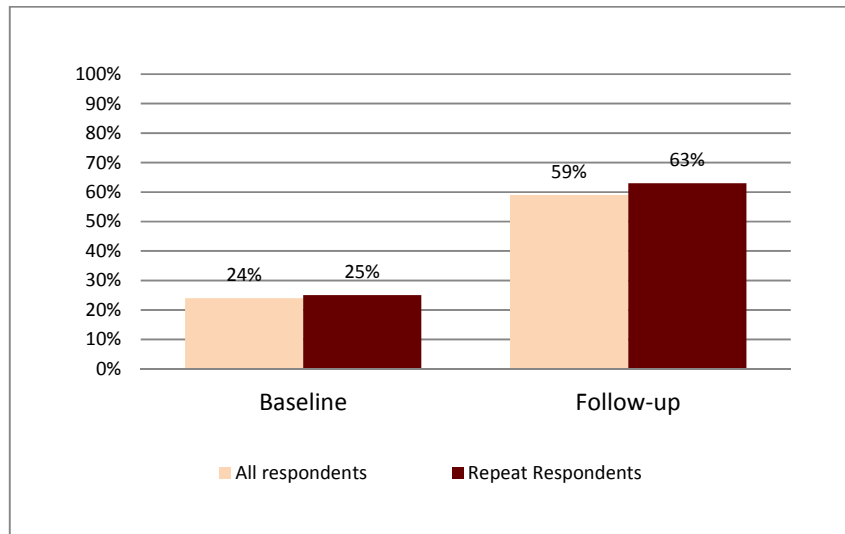
As indicated in Exhibit 41, at baseline approximately half of the respondents indicated that they were highly satisfied or satisfied with their current job. The proportion that was satisfied increased to approximately three-quarters (73%) at follow-up.

Exhibit 41: Your Current Job



The results on work-life balance were also positive. Exhibit 42 indicates that only one quarter (24%) of the respondents were highly satisfied or satisfied with their work-life balance at baseline. The proportion who were highly satisfied or satisfied at follow-up, however, increased to 59%. This substantial increase suggests that the demonstration may have had a positive impact on workers' work-life balance.

Exhibit 42: Work-Life Balance



6. CONCLUSIONS AND LESSONS LEARNED

Working time is an important issue for the ILO today, as it has been ever since the founding of the organization. The ILO first established limits on daily and weekly working hours in the very first ILO Convention: the Hours of Work (Industry) Convention, 1919 (No. 1). Since this first convention, the ILO has continued to emphasize working time standards, focusing on such issues as hours of work, weekly rest, night work, paid annual leave, and part-time work.

In recent years, working time issues have again risen to prominence at the ILO. In October 2011, the ILO convened a Tripartite Meeting of Experts on Working-time Arrangements to review and advise on modern working-time arrangements. The Meeting unanimously adopted a set of Conclusions that outline a future course of ILO action in the area of working time. Since that time, the focus of the ILO has been on conducting research to better understand the contribution of innovative working time arrangements to organizational performance and workers' work-life balance.

This Report presents an assessment designed to help understand the potential of innovative working time arrangements on organizational performance and workers' work-life balance in small and medium-sized enterprises (SMEs). The Working Time Demonstration in Indonesia was implemented in Jakarta, Indonesia during 2013 in seven small industrial firms that were already participating in an ILO training program.

These seven demonstration firms were participating in ILO's Sustaining Competitive and Responsible Enterprises program (SCORE) when the Working Time Demonstration began in early 2013. The SCORE program is designed to help SMEs improve their productivity and quality. SCORE provides a modular training program that focuses on developing cooperative relations between managers and workers at the workplace (workplace cooperation). Each of the five modules includes a two-day classroom training for managers and workers and follow-up consultations with experts in the participating enterprises. SCORE currently operates in several developing countries, including Indonesia, under a global ILO programme.

In the Working Time Demonstration, SCORE training was combined with training designed to improve working time arrangements at participating firms. The goal of this pilot project was to enhance firm productivity, along with workers' job satisfaction, and workers' work-life balance.

To assess the implementation and effectiveness of the Working Time Demonstration, researchers used the following inputs:

- baseline surveys of managers and workers at seven SMEs in the Greater Jakarta area,
- insights and data provided by consultants during their visits to the seven firms,
- site visits by researchers to observe program operations at the participating firms, and
- follow-up surveys conducted following the completion of demonstration services.

It is important to recognize that the results of this assessment should not be extrapolated to a broader population of enterprises and workers in Indonesia or in other countries. The results of our assessment are limited due to the:

- small number of firms in the demonstration,
- firms volunteered for the demonstration (i.e., they were self-selected), and
- the small sample of workers and managers interviewed.

Nonetheless, we believe that the assessment has important value since it provides important insights on:

- best practices on how to implement working time consulting services,
- measuring the effectiveness of working time consulting services,
- whether working time adjustments can affect firm outcomes such as productivity and profitability, and
- whether working time adjustments enhance workers' job satisfaction and work-life balance.

6.1 Conclusions

Using baseline and follow-up data, together with insights from the SCORE consultants and the site visits to the participating firms, we are able to assess the Working Time Demonstration. Specifically, in this report we compared the outcomes from two surveys (baseline and follow-up) to assess if the demonstration services had an effect on enterprises or workers. The results of our pre-post assessment revealed that employers and workers changed their views on the impact of changing working time arrangements on a variety of outcomes. That is, when comparing survey responses from the baseline to the follow-up period, both workers and managers became more optimistic about the potential effect of changes in working time arrangements on business and worker outcomes.

The similarity between managers' and workers' responses to a variety of survey questions is striking. At baseline, for example, both managers and workers felt that changing working time

arrangements can have an effect on workers' job satisfaction (see Exhibits 19 and 32). At follow-up, a substantially higher percentage of both managers and workers felt that working time changes can have an effect on workers' job satisfaction. A similar pattern was found for other survey questions; that is, both managers and workers became more optimistic over time about the potential of working time changes to affect outcomes from baseline to follow-up. Thus, it appears that involvement with the Working Time Demonstration influenced the attitudes of both managers and workers regarding working time adjustments and their potential to affect work related outcomes.

A review of the findings presented in this report reveals the following insights and conclusions:

- **Few changes in working time were implemented during the demonstration.** While efforts were made to implement working time adjustments, only small adjustments were successful. Efforts to make dramatic changes in working time did not succeed due to a variety of obstacles (e.g., lack of infrastructure, HR support, etc.).
- **Enterprise revenues and profitability did not change as a result of the demonstration services.** Based on managers' responses to questions on revenues and profitability, there does not appear to be a consistent change in revenue or profitability. Some firms experienced increases while others experienced decreases in revenues and profitability.
- **The demonstration appears to have reduced the number of accidents at participating enterprises.** At baseline six enterprises reported 1-5 worker accidents in the prior year. At the time of the follow-up, only two firms reported 1-5 worker accidents in the prior year; the remaining five enterprises reported no accidents in the prior year.
- **Both managers and workers believe that working time adjustments can increase productivity.** Both managers and workers believed that working time adjustments can affect productivity. This result is interesting since participating firms did not know how to measure productivity accurately.
- **Managers became increasingly aware of the need to measure productivity.** During the demonstration, managers asked for assistance in measuring productivity. While consultants made efforts to provide this training, enterprises were unable to measure productivity accurately. Specifically, enterprises continued to measure productivity using outputs without considering inputs.
- **At the follow-up survey, workers felt substantially more positive about their job and their work-life balance than they did at baseline.** This finding is somewhat surprising

inasmuch as there were few changes in working time during the demonstration. One possible explanation of this finding is that workers recognized and appreciated management's concern about their work-life balance. While significant changes were not implemented, managers were making an effort to consider and experiments with new working-time arrangements. Furthermore, workers' involvement in the process of developing new work schedules may have indicated a level of respect from managers from management that contributed to workers' feeling more positive about their job and their work-life balance at the follow-up survey.

Based on these results, we cannot reach definitive conclusions about the efficacy of the Working Time Demonstration in producing measureable changes in enterprise and/or worker outcomes. However, this assessment does provide researchers and policymakers with guidance for future, more comprehensive assessment of the impact of changes in working time. The current assessment may thus lead to subsequent larger demonstrations that will provide more rigorous evaluations of the efficacy of working time arrangements on firms' performance and profitability, as well as on workers' job satisfaction and work-life balance.

6.2 Lessons Learned

The implementation of the Working Time Demonstration has provided a limited set of insights about working time adjustments in SMEs. The demonstration has also provided lessons on how to implement working time adjustments in SMEs and future demonstrations on working time adjustments. The following are some some lessons from the present demonstration and obstacles that SMEs must overcome in any future working time adjustment demonstration.

- **HR infrastructure limitation.** Most SMEs do not have sufficient resources to implement significant working time adjustments. For example, SMEs may not have sufficient HR resources to support hiring large numbers of new employees needed to introduce a new shift or to eliminate overtime hours. As a result, future demonstrations should consider including support to the enterprise HR department.
- **Other infrastructure limitations.** For managers to recognize the benefits of working time changes, SMEs must be able to measure changes in productivity, product quality, and/or profitability that result from working time changes. Unfortunately, many SMEs do not have the knowledge, capacity, and infrastructure needed to measure these changes. As a result, future demonstrations should consider including support in measuring productivity and product quality.
- **Working time adjustment options.** The present demonstration has shown that SMEs had difficulties in successfully implementing working time adjustments in a short period.

This lack of success may partly be due to the fact that the working time changes that were considered by the enterprises were overly complex and overly ambitious. A more limited set of options for implementation may have led to greater success. Thus, any future demonstration should consider offering training in a limited set of working time adjustment options.

While there are no current plans to implement a new demonstration, planners should consider these lessons in any future effort to promote working time adjustments in SMEs.

APPENDIX A. EMPLOYER SURVEY



COMPANY QUESTIONNAIRE

Company Name	Company Location

Interviewer _____

Date _____

INTRODUCTION

Hello, my name is (NAME), and I'm from IMPAQ International, a research firm conducting a study to assess the results of the Working Time Initiative for the International Labor Organization (ILO). I would like to ask you some questions about your firm's working time arrangements.

Your answers will be kept confidential and only reported to the ILO as grouped data.

SECTION A- Employer Characteristics

I'd like to start with some general questions about your company.

A1 Our records show that your company name is [COMPANY]. Is that correct?

YES	01
NO.....	05 → GO TO A1a
DON'T KNOW	98 → GO TO A1a
REFUSED	97

A1a What is the name of your [COMPANY]?

A2 What is your name? _____

A3 What is your position at [COMPANY]?

Are you:

An owner.....	01
Director	02 → GO TO A3a
Manager or supervisor ...	03 → GO TO A3a
Other position (specify _____) ...	04 → GO TO A3a

DON'T KNOW	98
REFUSED.....	97

A3a What Department? Please specify

DON'T KNOW	98
REFUSED.....	97

A4 In which industry does [COMPANY] operate?
Would you say it is in:

PRINTING.....	01
GARMENT	02
AUTO/AUTO PARTS	03
OTHER Specify _____	04
DON'T KNOW	98
REFUSED.....	97

A5 How many years has [COMPANY] been in business?

_____ Number of years

DON'T KNOW	98 → GO TO A5a
REFUSED.....	97

A5a Would you say [COMPANY] has been in business...

Less than 5 years.....	01
5-9 years.....	02
10-19 years	03
20-50 years.....	04
More than 50 years.....	05
DON'T KNOW	98
REFUSED.....	97

Now I am going to ask you some questions about the number of workers in this company. If you don't know the exact answer, please provide your best estimate.

A6. How many total people work in this company?

_____ Number of employees

DON'T KNOW 98 → A6a
REFUSED..... 97

A6a. Would you say this company employs...[READ OPTIONS]

Less than 50 01
50 TO 99 02
100 TO 149 03
150 TO 199 04
200 TO 250 05
More than 250 06

DON'T KNOW 98
REFUSED..... 97

A7. Are all of the workers full time workers?

YES 01
NO 05 → GO TO A7a

DON'T KNOW 98
REFUSED..... 97

A7a. How many workers work less than full-time?

_____ Number of employees less than full time

DON'T KNOW 98 → GO TO A7b
REFUSED..... 97

A7b. Which of the following categories best describes the number of part-time workers?

Less than 5 01
5 TO 9 02
10 TO 19 03
20 TO 49 04
50 TO 100 05
More than 100 06

DON'T KNOW 98
REFUSED..... 97

A8 During the last six months how many new workers (workers that were not previously employed at the company) did your company hire?

____ Number of new workers hired last month

DON'T KNOW 98 → GO TO A8a
REFUSED..... 97

A8a. Would you say your company hired...

Less than 5 01
5 TO 9 02
10 TO 49 03
50 TO 99 04
100 TO 250 05
Greater than 250..... 06

DON'T KNOW 98
REFUSED..... 97

A9 During the last six months how many employees left the company (quit or were dismissed)?

____ Number of employees left the company in the last six months

DON'T KNOW 98 → GO TO A9a
REFUSED..... 97

A9a. How many would you say quit or were dismissed...

Less than 5 01
5 TO 9 02
10 TO 49 03
50 TO 99 04
100 TO 250 05
Greater than 250..... 06

DON'T KNOW 98
REFUSED..... 97

A10 In the next 6 months, do you expect the number of employees to increase, decrease, or stay the same?

INCREASE	01 → GO TO A10a
DECREASE.....	02 → GO TO A10a
STAY THE SAME.....	03
DON'T KNOW	98
REFUSED.....	97

A10a How many workers do you expect to add/decrease in the next 6 months?

_____ workers add/decrease

DON'T KNOW	98
REFUSED.....	97

A11 When you hire new workers, what is the starting wage for an **entry level employee**?

Rp _____ per month

DON'T KNOW	98
REFUSED.....	97

A12 Do you have difficulty recruiting enough suitably skilled **entry-level employees**?

YES	01
NO	05

DON'T KNOW	98
REFUSED.....	97

A13 Do all employees work in this location?

YES	01
NO	05

DON'T KNOW	98
REFUSED.....	97

A14 Does the company operate more than one shift?

YES	01 → GO TO A14a
NO	05
DON'T KNOW	98
REFUSED	97

A14a How many shifts do you operate?

ONE.....	01
TWO.....	02
THREE OR MORE	03
DON'T KNOW	98
REFUSED.....	97

A15 Does your company have any employees who are members of trade unions?

YES	01
NO	05
DON'T KNOW	98
REFUSED	97

A17 Does the COMPANY have any female managers?

YES	01 → GO TO A17a
NO	05
DON'T KNOW	98
REFUSED	97

A17a How many female managers does your company have?

_____ Number of female managers

DON'T KNOW	98
REFUSED.....	97

A18 What percent of your company's TOTAL employees are female?

Less than 5%.....	01
5-9%	02
10-19%	03
20-49%... ..	04
50-75%	05
More than 75%	06
DON'T KNOW	98
REFUSED.....	97

A19 Do men and women holding similar posts work the same number of hours?

YES	01
NO	05 → GO TO A19a
DON'T KNOW	98
REFUSED.....	97

A19a Which group works longer hours, men or women?

MEN	01
WOMEN	02
DON'T KNOW	98
REFUSED.....	97

A20 Do men and women with the equivalent skills and experience receive the same entry level salaries?

YES	01
NO	05 → GO TO A20a
DON'T KNOW	98
REFUSED.....	97

A20a With equivalent skills and experience, who receives higher entry-level salaries, men or women?

MEN	01
WOMEN	02
DON'T KNOW	98
REFUSED.....	97

The next questions are about working time and working conditions at your company

B1 In a typical week, how many days does the typical production worker work?

1 day	01
2 days	02
3 days	03
4 days	04
5 days	05
6 days	06
7 days	07
DON'T KNOW	98
REFUSED.....	97

B2 In a typical day, how many hours does a typical production worker work?

Less than 8 hours	01
8 hours	02
9 hours	03
10 hours	04
More than 10 hours	05
DON'T KNOW	98
REFUSED.....	97

B3 Does your company pay a higher rate for overtime work (i.e., for work beyond 8 hours in a day)?

YES	01
NO	05
DON'T KNOW	98
REFUSED.....	97

B4 In a typical week, how many TOTAL hours (including overtime) does a typical production worker work?

Less than 30 hours	01
30 - 39 hours	02
40 - 44 hours	03
45 – 50 hours	04
More than 50 hours	05
DON'T KNOW	98
REFUSED.....	97

B5 **In a typical week, how many OVERTIME hours does a typical production worker work?**

Less than 5 hours	01
5 - 9 hours	02
10 - 14 hours	03
15 - 20 hours	04
More than 20 hours	05
DON'T KNOW	98
REFUSED.....	97

B6 Do all staff start work at the same time?

YES	01
NO	05 → GO TO B6a
DON'T KNOW	98
REFUSED.....	97

B6a Do you have more than one starting time?

YES	01
NO	05
DON'T KNOW	98
REFUSED.....	97

B7 What time do most employees typically start work in the morning?

Before 6:00 AM	01
6:00 to 6:59	02
7:00 to 7:59	03
8:00 to 8:59	04
9:00 or later	05
DON'T KNOW	98
REFUSED.....	97

B8 What time do most employees typically finish work?

Before 2:00 PM	01
2:00 to 3:59	02
4:00 to 4:59	03
5:00 to 5:59	04
6:00 or later	05
DON'T KNOW	98
REFUSED.....	97

B9 How much time do employees get for lunch, rest breaks, etc. in a day?

Less than 1 hour	01
1 hour	02
1.5 hours.....	03
2 hours	04
More than 2 hours	05
DON'T KNOW	98
REFUSED.....	97

B10 Are employees generally satisfied with their total weekly work hours?

YES	01
NO	05 → GO TO B10a
DON'T KNOW	98
REFUSED.....	97

B10a Would they prefer more or less hours of work?

MORE HOURS.....	01
LESS HOURS.....	02
DON'T KNOW	98
REFUSED.....	97

B11	How flexible is your schedule for workers to adjust their daily or weekly hours? (very, somewhat, or not flexible)	
	VERY FLEXIBLE	01
	SOMEWHAT FLEXIBLE	02
	NOT FLEXIBLE	03
	DON'T KNOW	98
	REFUSED.....	97
B12	Can workers get time off to take care of family issues?	
	YES	01 → GO TO B12a
	NO	05
	DON'T KNOW	98
	REFUSED.....	97
B12a	Are workers paid for the time off?	
	YES	01
	NO	05
	DON'T KNOW	98
	REFUSED.....	97
B13	Can employees adjust their daily work schedules to take care of family issues?	
	YES	01
	NO	05
	DON'T KNOW	98
	REFUSED.....	97
B14	On a typical day, how many employees are absent from work?	
	Less than 5	01
	5 TO 9	02
	10 TO 19	03
	20 TO 49	04
	50 TO 100	05
	More than 100	06
	DON'T KNOW	98
	REFUSED.....	97

B15 Is absenteeism a problem for your COMPANY?

YES 01 → GO TO A15a
NO 05

DON'T KNOW 98

REFUSED..... 97

B15a How do you deal with absenteeism?

B16 Does your company provide any **paid time off** for holidays?

YES 01
NO 05

DON'T KNOW 98

REFUSED..... 97

B16a How many paid days off (annual leave) do entry level production workers get in a year?

_____ Number of paid days off

DON'T KNOW 98 → B16b

REFUSED..... 97

B16b. Which of the following categories best describes the number of paid days off?

Less than 5 01

5 TO 9 02

10 TO 19 03

20 TO 29 04

20 TO 30 05

More than 30 06

DON'T KNOW 98

REFUSED..... 97

The next questions are about your company's sales/revenues.

C1 What was [COMPANY]'s total sales/revenue in **2012**?

Rp _____ billion

IF NO ANSWER, SUGGEST CATEGORIES:

Less than Rp1 Billion	01
Rp1 – Rp4.9 billion	02
Rp5 – Rp19.9 billion	03
Rp20 – Rp100.0 billion	04
More than Rp100 billion	05
DON'T KNOW	98
REFUSED.....	97

C2 What was [COMPANY]'s total sales/revenue in the month of **February 2013**?

Rp _____ million

IF NO ANSWER, SUGGEST CATEGORIES:

Less than Rp1 Million	01
Rp1 – Rp4.9 million	02
Rp5 – Rp19.9 million	03
Rp20 – Rp99.9 million	04
More than Rp100 million	05
DON'T KNOW	98
REFUSED.....	97

C3 Compared with 2011, did sales/revenues increase, decrease, or stay the same in 2012?

INCREASE	01
DECREASE.....	02
STAY THE SAME.....	03
DON'T KNOW	98
REFUSED.....	97

C4 Thinking of your sales/revenue in **2012**, would you say that [COMPANY] made a profit, broke even or had a loss?

MADE A PROFIT.....	01
HAD A LOSS	02
HAD NEITHER A PROFIT OR A LOSS (BROKE EVEN).....	03
DON'T KNOW	98
REFUSED.....	97

The next questions are about your company's productivity.

C5 Does your COMPANY measure productivity or output per unit?

YES	01
NO	05 → GO TO C8
DON'T KNOW	98
REFUSED.....	97

C6 How does the COMPANY measure productivity?

C7 Has your company increased productivity in 2012?

YES	01
NO	05
DON'T KNOW	98
REFUSED.....	97

C8 Does your COMPANY measure QUALITY of the company's output (e.g., defect rate)?

YES	01
NO	05
DON'T KNOW	98
REFUSED.....	97

C9 How does the COMPANY measure QUALITY of output?

C10 Has your company increased QUALITY of output in 2012?

YES	01
NO	05
DON'T KNOW	98
REFUSED.....	97

C11 Does your COMPANY keep a record of the number of worker accidents at work?

YES	01
NO	05 → GO TO SECTION D
DON'T KNOW	98
REFUSED.....	97

C11a How many worker accidents were recorded in the last year?

None.....	01
1 to 5	02
5 to 9	03
10 TO 19.....	04
20 TO 50.....	05
More than 50	06
DON'T KNOW	98
REFUSED.....	97

SECTION D - In February 2012, representatives from your company attended a Working Time Initiative workshop. ***This next section is about consulting services that you may have received in the last 6 months before the Working Time Initiative workshop.***

D1 In the 6 months before the ***Working Time Initiative*** workshop, did your company receive any consulting services?

YES 01
 NO 05 → GO TO SECTION E

DON'T KNOW 98
 REFUSED..... 97

D1a Were these consulting services delivered by the ILO SCORE programme?

YES 01
 NO 05

DON'T KNOW 98
 REFUSED..... 97

D1b Were these consulting services delivered by another programme?

YES 01 → GO TO D1c
 NO 05

DON'T KNOW 98
 REFUSED 97

D1c What is the name of the other programme?

D2 About how many times has a CONSULTANT visited your firm in the last 6 months before the **Working Time Initiative** workshop?

_____ times

IF NO ANSWER, SUGGEST CATEGORIES:

Never	01
1-2 times	02
3-5 times	03
6-10 times	04
More than 10 times	05
DON'T KNOW	98
REFUSED.....	97

D3 On average, how much time did he/she spend at the firm during a typical visit?

_____ hours

IF NO ANSWER, SUGGEST CATEGORIES:

Less than 1 hour.....	01
1-2 hours	02
3-4 hours.....	03
5-6 hours	04
More than 6 hours	05
DON'T KNOW	98
REFUSED.....	97

D4 Has the firm changed the way it operates as a result of the CONSULTANT's inputs?

YES.....	01
NO.....	05
DON'T KNOW	98
REFUSED	97

D5 Has the firm changed its working time arrangements as a result of the CONSULTANT's inputs ?

YES	01 → GO TO D5a
NO.....	05
DON'T KNOW	98
REFUSED	97

D5a Please explain how _____

D6 Did the CONSULTANT help your firm to achieve your its objectives?

YES..... 01

NO 05

DON'T KNOW 98

REFUSED..... 97

D7 Is there anything else you would like to tell us about your experience with any consultant services (including the SCORE program)?

D8 Do you know the name of your consultant(s) for the Working Time Initiative?

YES 01 → GO TO D8a

NO 05

DON'T KNOW 98

REFUSED..... 97

D8a What is his name?

SECTION E- Employers' Views

- E1. Some people think that changes to working hours or work patterns can have an effect on the firm or its employees. I am going to read you a number of statements. Thinking of your company, please tell me how strongly you agree or disagree with each statement. Tell me if you (a) Strongly Agree, (b) Agree, (c) Neither agree nor Disagree, (d) Disagree, or (e) Strongly Disagree.

Changing working time arrangements can:

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree Nor Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Don't know</i>
	(1)	(2)	(3)	(4)	(5)	(9)
a. Improve worker satisfaction.	☐	☐	☐	☐	☐	☐
b. Improve worker productivity.	☐	☐	☐	☐	☐	☐
c. Reduce quit rates of workers.	☐	☐	☐	☐	☐	☐
d. Reduce the cost of hiring/ re-hiring.	☐	☐	☐	☐	☐	☐
e. Improve profitability.	☐	☐	☐	☐	☐	☐
f. Reduce the number of accidents	☐	☐	☐	☐	☐	☐
g. Reduce the number of stoppages	☐	☐	☐	☐	☐	☐
h. Reduce defect rates	☐	☐	☐	☐	☐	☐
i. Improve quality of production	☐	☐	☐	☐	☐	☐
j. Improve family relationships	☐	☐	☐	☐	☐	☐
k. Improve well-being of workers	☐	☐	☐	☐	☐	☐
i. Other reason (please specify): _____	☐	☐	☐	☐	☐	☐

Now I have some questions about how workers may feel about your company's working time arrangements.

E2 What do you think is the overall employee reaction to your firm's working time arrangements? Would you say it is:

HIGHLY FAVORABLE	01
MODERATELY FAVORABLE	02
NEITHER FAVORABLE NOR UNFAVORABLE	03
MODERATELY UNFAVORABLE	04
HIGHLY UNFAVORABLE	04
DON'T KNOW	98
REFUSED	97

E3 I am going to read a list of aspects of your company's working conditions. Please tell me how the workers in your company feel about each aspect. Tell me if you think they: (a) Strongly Like, (b) Like, (c) Neither Like Nor Dislike, (d) Dislike, or (e) Strongly Dislike.

How do the workers in your company feel about their:

	<i>Strongly Like</i>	<i>Like</i>	<i>Neither Like Nor Dislike</i>	<i>Dislike</i>	<i>Strongly Dislike</i>	<i>Don't know</i>
	(1)	(2)	(3)	(4)	(5)	(9)
a. Daily work hours	☐	☐	☐	☐	☐	☐
b. Weekly work hours	☐	☐	☐	☐	☐	☐
c. Overtime hours	☐	☐	☐	☐	☐	☐
d. Flexibility in working hours	☐	☐	☐	☐	☐	☐
e. Salary	☐	☐	☐	☐	☐	☐
f. Health and safety conditions	☐	☐	☐	☐	☐	☐
g. Job satisfaction	☐	☐	☐	☐	☐	☐
h. Work-life balance	☐	☐	☐	☐	☐	☐
i. Opportunity for promotion	☐	☐	☐	☐	☐	☐
j. Other reason (please specify): _____	☐	☐	☐	☐	☐	☐

SECTION F: THANK YOU

Thank you so much for your time. The information you provided will be used to improve SCORE services. Have a nice day.

APPENDIX B. WORKER SURVEY



WORKER QUESTIONNAIRE

Company Name	Company Location

Interviewer _____

Date _____

INTRODUCTION

Hello, my name is (NAME), and I'm from IMPAQ International, a research firm conducting a study to assess the results of the Working Time Initiative for the International Labour Organization (ILO). I would like to ask you some questions about your firm's working time arrangements.

Your answers will be kept confidential and only reported to the ILO as grouped data.

SECTION A- Employer Characteristics

I'd like to start with some general questions about this company.

A1 Our records show that the company name is [COMPANY]. Is that correct?

YES	01
NO.....	05 → GO TO A1a
DON'T KNOW	98 → GO TO A1a
REFUSED	97

A1a What is the name of your [COMPANY]?

A2 What is your name? _____

A3 What is your position at [COMPANY]? Are you [READ OPTIONS]:

MANAGER	01
SUPERVISOR	02
PRODUCTION WORKER...	03
CLERICAL WORKER	04
ADMINISTRATION WORKER.....	05
Other position (specify _____) ...	06
DON'T KNOW	98
REFUSED.....	97

A3a What Department do you work in? Please specify

DON'T KNOW	98
REFUSED.....	97

A3b What kind of work do you do? Please describe

DON'T KNOW	98
REFUSED.....	97

A4 How many years have you worked at this company?

_____ Number of years

DON'T KNOW	98 → GO TO A4a
REFUSED.....	97

A4a Would you say you have worked at this company...[READ OPTIONS]

Less than 1 year	01
1-5 years.....	02
6-10 years	03
11-20 years.....	04
More than 20 years.....	05
DON'T KNOW	98
REFUSED.....	97

A5 Since you started working at this company until the end of 2012, did your salary increase, remain the same, or decrease?

INCREASED	01
REMAINED THE SAME	02
DECREASED	03
DON'T KNOW	98
REFUSED.....	97

A6 Since the beginning of 2013, has your salary increased, remained the same, or decreased?

INCREASED	01
REMAINED THE SAME	02
DECREASED	03
DON'T KNOW	98
REFUSED.....	97

Now I am going to ask you some questions about recent changes in the number of workers in this company. If you don't know the exact answer, please provide your best estimate.

- A7 During the last six months, were any workers laid off by the company?
- YES 01 → GO TO A7a
 NO..... 05
- DON'T KNOW 98
 REFUSED 97
- A7a How many workers were laid off in the last six months? _____
- DON'T KNOW 98 → GO TO A7b
 REFUSED..... 97
- A7b. How many would you say quit or were laid off...
- Less than 5 01
 5 TO 9 02
 10 TO 49 03
 50 TO 99 04
 100 TO 250 05
 Greater than 250..... 06
- DON'T KNOW 98
 REFUSED..... 97
- A8 During the last six months, did any workers quit voluntarily at the company?
- YES 01 → GO TO A8a
 NO..... 05
- DON'T KNOW 98
 REFUSED 97
- A8a How many workers quit in the last six months? _____
- DON'T KNOW 98 → GO TO A8b
 REFUSED..... 97

- A8b. How many would you say quit ...
- | | |
|-----------------------|----|
| Less than 5 | 01 |
| 5 TO 9 | 02 |
| 10 TO 49 | 03 |
| 50 TO 99 | 04 |
| 100 TO 250 | 05 |
| Greater than 250..... | 06 |
| DON'T KNOW | 98 |
| REFUSED..... | 97 |
- A9 Does the company have difficulty recruiting enough suitably skilled **entry-level employees?**
- | | |
|------------------|----|
| YES | 01 |
| NO | 05 |
| DON'T KNOW | 98 |
| REFUSED..... | 97 |
- A10 When the company hires new workers, what is the starting wage for an **entry level employee?**
- Rp** _____ per month
- | | |
|------------------|----|
| DON'T KNOW | 98 |
| REFUSED..... | 97 |
- A11 What percent of your company's TOTAL employees are female?
- | | |
|---------------------|----|
| Less than 5%..... | 01 |
| 5-9% | 02 |
| 10-19% | 03 |
| 20-49%... .. | 04 |
| 50-75% | 05 |
| More than 75% | 06 |
| DON'T KNOW | 98 |
| REFUSED..... | 97 |
- A12 Do men and women holding similar posts work the same number of hours?
- | | |
|-----------|-----------------|
| YES | 01 |
| NO | 05 → GO TO A12a |

DON'T KNOW	98
REFUSED.....	97
A12a Which group works longer hours, men or women?	
MEN	01
WOMEN	02
DON'T KNOW	98
REFUSED.....	97
A13 Do men and women with equivalent skills and experience receive the same entry level salaries?	
YES	01
NO	05 → GO TO A13a
DON'T KNOW	98
REFUSED.....	97
A13a With equivalent skills and experience, who receives higher salaries, men or women?	
MEN	01
WOMEN	02
DON'T KNOW	98
REFUSED.....	97

The next questions are about working time and other working conditions at this company

B1 In a typical **WEEK**, how many days do you work?

1 day	01
2 days	02
3 days	03
4 days	04
5 days	05
6 days	06
7 days	07
DON'T KNOW	98
REFUSED.....	97

B2 In a typical **DAY**, how many hours do you work?

Less than 8 hours	01
8 hours	02
9 hours	03
10 hours	04
More than 10 hours	05
DON'T KNOW	98
REFUSED.....	97

B3 Does your company pay a higher rate for **OVERTIME** work?

YES	01
NO	05
DON'T KNOW	98
REFUSED.....	97

B4 In a typical **WEEK**, how many **TOTAL hours** do you work?

Less than 30 hours	01
30 - 39 hours	02
40 - 44 hours	03
45 - 50 hours	04
More than 50 hours	05
DON'T KNOW	98
REFUSED.....	97

B5	In a typical WEEK, how many OVERTIME hours do you work?	
	None	01
	1 - 5 hours	02
	5 - 9 hours	03
	10 - 14 hours	04
	15 - 20 hours	05
	More than 20 hours	06
	DON'T KNOW	98
	REFUSED.....	97
B6	Are you REQUIRED to work overtime or is working overtime VOLUNTARY?	
	REQUIRED.....	01
	VOLUNTARY.....	02
	SOMETIMES REQUIRED AND SOMETIMES VOLUNTARY	03
	DON'T KNOW	98
	REFUSED.....	97
B7	Can you choose the number of overtime hours to work?	
	YES	01
	NO	05
	DON'T KNOW	98
	REFUSED.....	97
B8	What time do you normally start work in the morning?	
	Before 6:00 AM	01
	6:00 to 6:59	02
	7:00 to 7:59	03
	8:00 to 8:59	04
	9:00 or later	05
	DON'T KNOW	98
	REFUSED.....	97

B9 What time do you typically finish work?

Before 2:00 PM	01
2:00 to 3:59	02
4:00 to 4:59	03
5:00 to 5:59	04
6:00 or later	05
DON'T KNOW	98
REFUSED.....	97

B10 Are you generally satisfied with your starting and ending work times?

YES	01
NO	05 → GO TO B10a
DON'T KNOW	98
REFUSED.....	97

B10a What would be your preferred starting time for work?

Before 6:00 AM	01
6:00 to 6:59	02
7:00 to 7:59	03
8:00 to 8:59	04
9:00 or later	05
DON'T KNOW	98
REFUSED.....	97

B10b What would be your preferred finishing time for work?

Before 2:00 PM	01
2:00 to 3:59	02
4:00 to 4:59	03
5:00 to 5:59	04
6:00 or later	05
DON'T KNOW	98
REFUSED.....	97

B11	Are you generally satisfied with the TOTAL number of hours that you work?	
	YES	01
	NO	05 → GO TO B11a
	DON'T KNOW	98
	REFUSED.....	97
B11a	Would you prefer to work MORE or LESS hours?	
	MORE HOURS	01
	FEWER HOURS	02
	SAME HOURS	03
	DON'T KNOW	98
	REFUSED.....	97
B12	On a typical day, how much time do you get for lunch, rest breaks, prayer breaks, etc.?	
	Less than 1 hour	01
	1 hour	02
	1.5 hours.....	03
	2 hours	04
	More than 2 hours	05
	DON'T KNOW	98
	REFUSED.....	97
B13	Can you change your work schedule?	
	YES	01
	NO	05
	DON'T KNOW	98
	REFUSED.....	97
B14	How flexible is your work schedule? Would you say it is ...[READ OPTIONS]	
	VERY FLEXIBLE	01
	SOMEWHAT FLEXIBLE	02
	NOT FLEXIBLE	03
	DON'T KNOW	98
	REFUSED.....	97

B15 Can you take time off to take care of family issues?

YES	01 → GO TO B15a
NO	05
DON'T KNOW	98
REFUSED.....	97

B15a Are you paid for the time you take off to take care of family issues?

YES	01
NO	05
DON'T KNOW	98
REFUSED.....	97

B16 Can you adjust you work schedule to take care of family issues?

YES	01
NO	05
DON'T KNOW	98
REFUSED.....	97

B17 In the past six months, how many regular working days (not rest days or holidays) have you been absent from work?

_____ Number of days absent

DON'T KNOW	98 → GO TO B17b
REFUSED.....	97

B17b. Which of the following categories best describes the number of days absent in the past six months?

Less than 5	01
5 TO 9	02
10 TO 19	03
20 TO 29	04
20 TO 30	05
More than 30	06
DON'T KNOW	98
REFUSED.....	97

B18 Does your company provide any **paid time off** for holidays?

YES	01 → GO TO B18a
NO	05 → GO TO SECTION C
DON'T KNOW	98
REFUSED.....	97

B18a How many paid days off (paid annual leave) do you get in a year?

_____ Number of paid days off

DON'T KNOW	98 → GO TO B18b
REFUSED.....	97

B18b. Which of the following categories best describes the number of paid days off in a year?

Less than 5	01
5 TO 9	02
10 TO 19	03
20 TO 29	04
20 TO 30	05
More than 30	06
DON'T KNOW	98
REFUSED.....	97

The next questions are about your company's productivity.

- C1 Does your COMPANY measure productivity or output per unit?
- | | |
|------------------|---------------|
| YES | 01 |
| NO | 05 → GO TO C4 |
| DON'T KNOW | 98 |
| REFUSED..... | 97 |
- C2 How does the COMPANY measure productivity?
- _____
- _____
- _____
- C3 Has your company increased productivity in the last year?
- | | |
|------------------|----|
| YES | 01 |
| NO | 05 |
| DON'T KNOW | 98 |
| REFUSED..... | 97 |
- C4 Does your COMPANY measure quality of the production process (e.g., defect rate)?
- | | |
|------------------|---------------|
| YES | 01 |
| NO | 05 → GO TO C7 |
| DON'T KNOW | 98 |
| REFUSED..... | 97 |
- C5 How does the COMPANY measure quality of the production process?
- _____
- _____
- _____
- C6 Has your company increased production quality in the last year?
- | | |
|------------------|----|
| YES | 01 |
| NO | 05 |
| DON'T KNOW | 98 |
| REFUSED..... | 97 |

C7	Does your COMPANY measure the number of worker accidents at work?	
	YES	01
	NO	05 → GO TO SECTION D
	DON'T KNOW	98
	REFUSED.....	97
C8	How many worker accidents did the company have in the last year? Which of the following categories best describes the number of worker accidents in the last year?	
	None	01
	Less than 5	02
	5 to 9	03
	10 TO 19	04
	20 TO 50	05
	More than 50	06
	DON'T KNOW	98
	REFUSED.....	97

SECTION D - Worker's Views

- D1. Some people think that changes to working hours or work schedules can have an effect on the firm or its employees. Thinking of your company, please tell me how strongly you agree or disagree with each statement. Tell me if you (a) Strongly Agree, (b) Agree, (c) Neither agree nor Disagree, (d) Disagree, or (e) Strongly Disagree.

CHANGING WORKING TIME ARRANGEMENTS (WORK SCHEDULES) CAN:

Changing working time can:	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree Nor Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Don't know</i>
	(1)	(2)	(3)	(4)	(5)	(9)
a. Improve worker satisfaction	☐	☐	☐	☐	☐	☐
b. Improve worker productivity	☐	☐	☐	☐	☐	☐
c. Reduce quit rates of workers	☐	☐	☐	☐	☐	☐
d. Reduce the cost of hiring/re-hiring	☐	☐	☐	☐	☐	☐
e. Improve profitability.	☐	☐	☐	☐	☐	☐
f. Reduce the number of accidents	☐	☐	☐	☐	☐	☐
g. Reduce the number of stoppages	☐	☐	☐	☐	☐	☐
h. Reduce defect rates	☐	☐	☐	☐	☐	☐
i. Improve quality of production	☐	☐	☐	☐	☐	☐
j. Improve family relationships	☐	☐	☐	☐	☐	☐
k. Improve well-being of workers	☐	☐	☐	☐	☐	☐
i. Other reason (please specify): _____	☐	☐	☐	☐	☐	☐

Now I have some questions about how you feel about your company's working time arrangements.

D2 I am going to read a list of aspects of your company's work practices. Please tell me how feel about each of the following aspects of your company's work practices. Tell me if you: (a) Strongly Like, (b) Like, (c) Neither Like Nor Dislike, (d) Dislike, or (e) Strongly Dislike.

HOW DO YOU FEEL ABOUT THE COMPANY'S WORK PRACTICES?

How do you feel about:	<i>Strongly Like</i>	<i>Like</i>	<i>Neither Like Nor Dislike</i>	<i>Dislike</i>	<i>Strongly Dislike</i>	<i>Don't know</i>
	(1)	(2)	(3)	(4)	(5)	(9)
a. Daily work hours	☐	☐	☐	☐	☐	☐
b. Weekly work hours	☐	☐	☐	☐	☐	☐
c. Overtime hours	☐	☐	☐	☐	☐	☐
d. Flexibility in working hours	☐	☐	☐	☐	☐	☐
e. Salary	☐	☐	☐	☐	☐	☐
f. Health and safety conditions	☐	☐	☐	☐	☐	☐
g. Job satisfaction	☐	☐	☐	☐	☐	☐
h. Opportunity for promotion	☐	☐	☐	☐	☐	☐
j. Other reason (please specify): _____	☐	☐	☐	☐	☐	☐

- D3 Now, I would like to know about how working time arrangements (work schedules) affect you and your family. For each of the following, please tell me if you: (a) Strongly Agree, (b) Agree, (c) Neither agree nor Disagree, (d) Disagree, or (e) Strongly Disagree.

THE COMPANY'S WORKING TIME ARRANGEMENTS...	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't know
	(1)	(2)	(3)	(4)	(5)	(9)
a. Provides me sufficient time with my family	☐	☐	☐	☐	☐	☐
b. Allows me time to deal with family needs	☐	☐	☐	☐	☐	☐
c. Allows me time to deal with family emergencies	☐	☐	☐	☐	☐	☐
d. Allows me to have a good work-life balance	☐	☐	☐	☐	☐	☐
e. Improves my job satisfaction	☐	☐	☐	☐	☐	☐
j. Other reason (please specify): _____	☐	☐	☐	☐	☐	☐

- D4 In summary, for each of the following please tell me if you are (1) Highly Satisfied, (2) Satisfied, (3) Neither Satisfied or Dissatisfied, (4) Dissatisfied, or (5) Highly Dissatisfied with...

OVERALL, HOW SATISFIED ARE YOU WITH...	Highly Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Don't know
	(1)	(2)	(3)	(4)	(5)	(9)
a. Your current job	☐	☐	☐	☐	☐	☐
b. Your work-life balance	☐	☐	☐	☐	☐	☐

SECTION E: THANK YOU

Thank you so much for your time. The information you provided will be used to improve SCORE services. Have a nice day.