FACTORS INFLUENCING EMPLOYEE EXPECTATIONS OF WORKING STYLES POST-COVID IN THAILAND

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ABSTRACT

The pandemic has changed how people in Thailand view priorities and expectations related to work. Employees experiencing both the short-term and longer-term disruptions caused by COVID-19 had to redefine what type of work they wanted to do, and also what type of environment they wanted in their workplaces. This has led to a move toward more different working styles in which employees are allowed to work from home or at various locations. We could observe various viewpoints from workers regarding what they expect from their jobs to maintain a work-life balance while delivering good performance, and we could help organizations think of new implementations to meet their employees' expectations and increase their work satisfaction, which in turn enhances their performance at work. This study will examine which factors are driving these expectations for employees' working styles in the post-COVID period.

KEY WORDS: COVID-19/Working style /Employee/Expectation

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CHAPTER I
INTRODUCTION

1.1 Background

06:00 O'clock-ring ring an annoying loudly noise alarm to get up every Monday to Friday. The typical habit that working people face is getting ready to go to work at their workplace from 09:00 to 17:00. We have become accustomed to our traditional working style, which has been with us for a long time. It has become the norm. In our prior COVID situations, we spent most of our time at work. We are surrounded by our colleagues and our job duties, which are often our interaction with the outside world. This is a large part of what makes working in an office environment such a comfortable and productive place to work.

The COVID-19 outbreak affected labor markets all around the world in 2020. Many people were furloughed or lost their jobs as a result of the immediate and frequently severe repercussions, while others rapidly became accustomed to working from home when workplaces closed (Lund et al., 2021). The *new normal* is behavior that used to be abnormal but has become commonplace. It is a change that occurs rapidly and may be permanent. From daily life to work, everyone must wear a mask and wash their hands to reduce exposure. Of course, to prevent infection, companies and organizations have to adapt to survive. The COVID outbreak has forced many organizations to adapt to working from home during the lockdown. These long periods of time have made people accustomed to working from home and no longer want to come back to the office every day, as COVID has proven that we can work from anywhere without compromising productivity. That makes working without the office a new culture. People are getting used to this culture and have begun to have the idea that it is actually working effectively. However, the future situation is still controversial. Working from home or remote still has limitations, especially for some types of work that require an atmosphere and teamwork While returning to work at the building, creating concern about their safety. Yet, either doing remote work or working at the

office could cause employees to have mental health issues. Therefore, in the near future, we could see a shift from traditional work into a new normal working style as coronavirus disease has been a mechanism for change in how work is conducted.

1.2 Problem statement

The global labor market will be disrupted during the post-pandemic recovery. The disruption resulted in numerous remote work trials. work preparation that is flexible that includes working hours and working hours, as well as new interaction with a centralized work environment (Vyas, 2022). There is some discussion about whether the work environment will return to "normal" following the coronavirus or whether the world will face huge disruptions as a result of it. Researchers' "new normal" forecasts a different "new normal" in the world's future. This shift has sparked debate about the new normal and what may be predicted in the post-pandemic world, notably in working styles.

1.3 Research objective

In work contexts endangered by the COVID-19 pandemic, employee safety behavior is crucial for occupational health. In the meantime, during any epidemic and after, changing employee working arrangements is a complex and challenging problem for organizations to deal with. Part of the reason is that working remotely allows employees to allocate their own time each day, saving both time and travel expenses. It is conducive to inspiration and more efficient in creating work. On the other hand, companies have seen that it can be effective for employees to work from home and meet online. The company has a tendency to consider reducing office space to reduce costs and to increase competitiveness during recovery and in the long term. Opponents to this argument might claim that traditional workplaces are still necessary for better work performance. The objective of this paper is to consider the future implications for organizations of continuing to work through the pandemic to compromise all employee expectations. This research would conduct analysis based on different workers in different industries on what they expect from their work styles in the coming year.

In conclusion, we could see different perspectives from employees on what they expect from their job in order to have work-life balance while maintaining good performance and assist organizations to consider new implementations to fulfill their employee expectations and build their work satisfaction, which consequently improves their work performance.

1.4 Research question

Employees' perceptions of traditional working style have shifted as a result of the short-term and long-term disturbances they have experienced during the pandemic, causing them to rethink their work-related priorities. The goal of this research is to find an answer to

What are the influencing factors that influence employee expectations for working styles post-COVID?
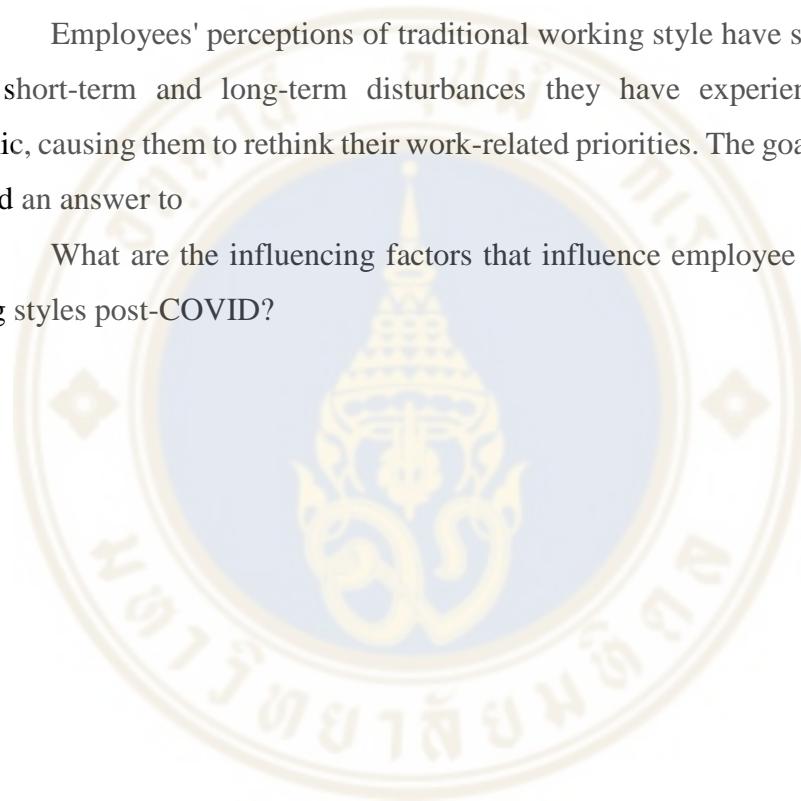
CHAPTER II
LITERATURE REVIEW

It has been 2 years since most workers have had to adjust their work patterns to cope with COVID-19. Many organizations announced the Work from Home 100% policy without being prepared for changes in the process of working, including new technologies that the organization provides without providing training for employees to be ready to use them effectively. However, today, people are getting used to the new way of working, but, of course, the situation is also recovering and comes to the controversial point of whether workers should be required to work in the same way before the pandemic occurs or adjust to the new working style by considering it in terms of safety, performance, relationships with colleagues, long-term career path with the organization, and individual improvement.

2.1 Safety

Safety and health and the future of work initiative emphasizes the importance of work processes and organizational practices in contributing to workers' health and well-being. COVID has disrupted workplace norms and practices in order to prevent exposure by implementing restrictions, i.e., screening temperature before entering into the office; social distancing; and wearing a mask. The situation has increased individual expectations for physical protection at work. Furthermore, during the pandemic, adjusting to self-difficulties as a result of short staffing resulted in overwork, which infiltrated the non-work sphere, all of which were linked to stress, loneliness, and burnout. This suggests that the epidemic has had a negative influence on employees' health, both physically and mentally (Ng et al., 2021). Furthermore, the researchers discovered that health and safety concerns have pushed the physical aspect of work to the forefront, creating a new factor determining its future, which could be classified based on factors such as physical closeness, the frequency of interpersonal

encounters, and the location of work. Therefore, it results in occupations in work environments with higher levels of physical contact being expected to undergo more change as a result of the pandemic, having a ripple effect on other work environments as business models change in response. (Lund et al., 2021).
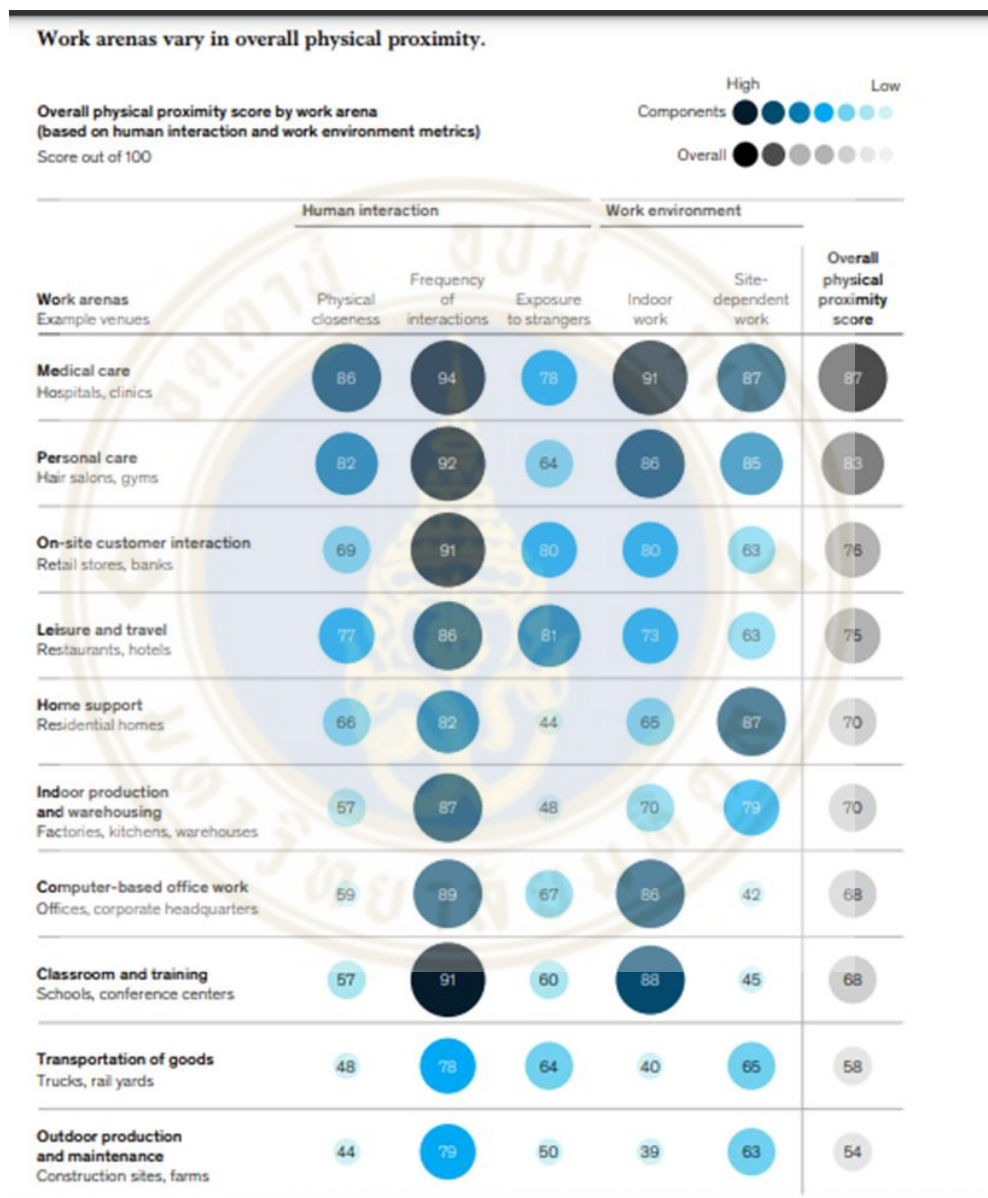
Figure 2.1 Overall physical proximity score by work arena
(Based on human interaction and work environment metrics)

2.2 Performance

One of the social isolation strategies used during the COVID-19 epidemic is remote work. This is because it restricts interpersonal interaction, which effectively lowers the rate of virus transmission, especially when vaccines and medications are not readily available. The overall argument in a pandemic is that remote work has both positive and negative effects on productivity. On the other hand, some employees found it more productive to work from home because of their flexible work style and self-management of time and workspace. Other employees, on the other hand, are struggling to complete their work at home due to interruptions in their homes and a lack of working equipment (Vyas, 2022). Remote working or working from home may provide unique obstacles for workers with varied occupational backgrounds. Compared to people working in industries that require a variety of tasks to be completed in a social setting and employees who spend most of their workday directly at computer workstations, they would likely experience little efficiency loss if they switched to remote work. On the other hand, some people who do not generally spend their entire day at a computer will certainly suffer a major shift in the amount of inactive time at their workstations, in addition to potential negative effects on job performance efficiency (Awada et al., 2021).

2.3 Long-term career path with the organization

Organizations that want to survive and have sustainable success must prepare a rehabilitation plan. By creating a future scenario that will change what will happen post COVID-19, we will try to adjust the concept and adapt the operating process to accelerate the revitalization of the organization. However, even though working styles have changed, i.e., a hybrid workplace that combines working at the office with working from anywhere, employees are still essential as far as people-centricity is concerned. In research from Lippens et al. (2021), The generations of older workers are more likely to commute a distance to work while paying less attention to earnings, employment connections, and telework prospects. This is consistent with the diversity in how age affects the (evolving) significance of job-related factors that employees value. Due to the crisis, younger generations are more likely than older ones

to give telework opportunities more consideration when evaluating a new job opportunity. This could be because it can be difficult to balance growing caregiving responsibilities with career-related opportunities, which can be made possible by teleworking arrangements. Statistically, the research found a sharp rise in demand for remote employment, which will have a big long-term influence on the labor market. In the entire world, there are now four times as many positions that allow for remote work (Fogarty & Frantz, 2020).

2.4 Relationships with colleagues

Social capital is also important for a healthy workplace in general, for both people and businesses. It promotes the flow of knowledge and information. It stimulates fresh ideas and revitalizes thinking. It also helps to improve organizational performance. However, the transition to remote working has altered the character of social capital in firms. Even though remote working allows employees to report more meetings than ever before, it also leads to greater isolation and fewer connections (Baym et al., 2021). Also, the research found that the new way of working does not affect employee relationships. According to (Schawbel, 2021), despite the lack of in-person interactions, statistics show that employee relationships have even improved over the past year. This may be partially attributable to the fact that many workers are putting in extra time during the pandemic, giving them more opportunities to communicate with their bosses and coworkers virtually. In any case, these connections are essential for employee wellbeing because both positive and negative interactions at work have a tendency to affect an employee's personal life, particularly for remote employees for whom there is no separation between work and home.

2.5 Individual improvement

The pandemic is still raging in several nations, with variations compounding matters. People are desperate for life to return to normal (i.e., going back to work at the office). After being away for more than a year, some people are still eager to return to their workplaces and coworkers. However, many others are less enthusiastic, often

abandoning their jobs to avoid returning. They have created "new models of work-life balance" that they are unwilling to change (Stropoli, 2021). In research from Vyas (2022), in order to create a stress-free workplace atmosphere and enable individuals to reach their maximum potential, it is essential to have a balance between work and personal life (also known as a good WLB). Additionally, it is believed that encouraging a versatile and family-friendly workplace (by, for example, enabling remote work or providing flexible work hours) may promote employee wellbeing. According to (Lippens et al., 2021), the paper found that workers thought they would change how they saw the labor market and how they prioritized their jobs in the future. Since the beginning of the COVID-19 crisis, workers said they now place a higher priority on work-life balance and working conditions.
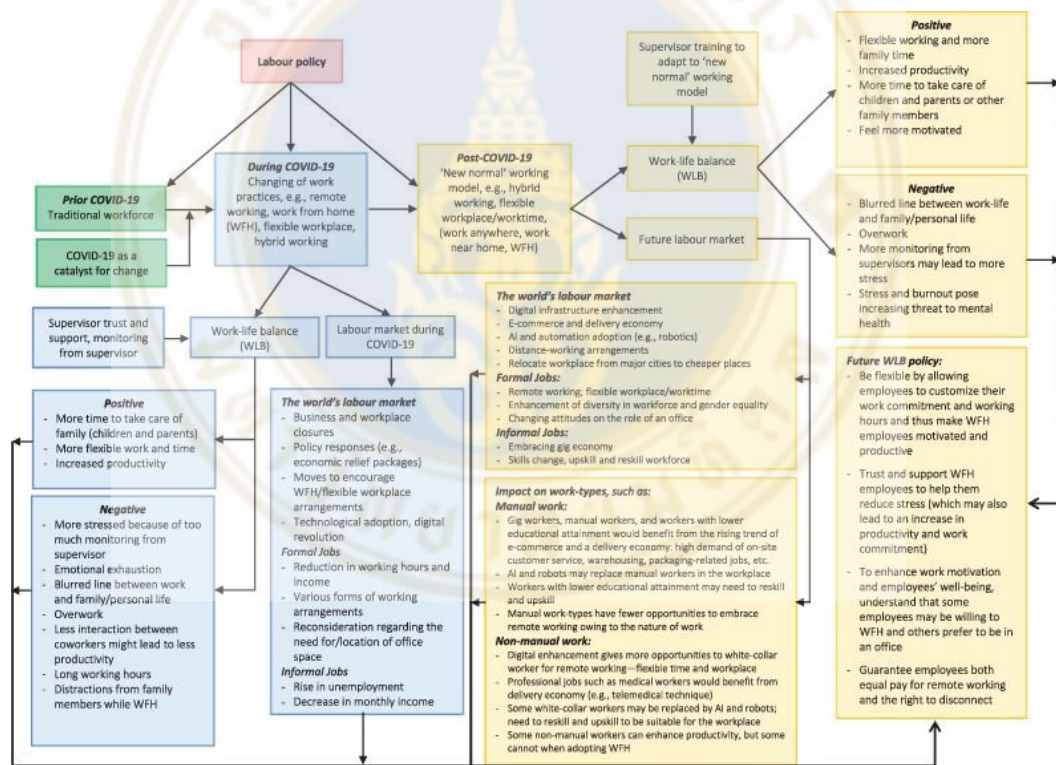
Figure 2.2 Impact on the labor market and WLB now and in the future

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Approach

This study was conducted to discover the factors that employees' expectations of working styles have evolved as a result of the pandemic's short- and long-term disruptions, prompting them to reconsider their priorities on working styles in the future. Although we might already see that many industries or organizations have been adjusted in several ways, with the real expectation of their employees might not agree with the organization. Yet, we can see perspectives from survey responses in different careers, which could clarify the necessity of factoring in their expectations of preferred working styles. This quantitative research will study the factors in general to see the new trends in working styles in the future.

3.2 Data Collection

The selected methodology for this study is a survey that uses the Google form to collect the data via an online channel. The questions require respondents to rate their level of agreement about factors that shift their working style in relation to each question on a scale from "strongly disagree" (1) to "strongly agree" (5). The questionnaires also include general questions collecting data on typical working natures depending on respondents' occupation. The questionnaire contains 22 questions and was conducted in Thailand from July 2nd, 2022, to July 9th, 2022. By getting the results from 128 respondents, about 80 percent are computer-based work and about 15 percent are on-site customer interaction, i.e., medical care, workers in the leisure and travel industry, and personal care, retail store and bank, and factory. The rest are workers who work in outdoor production.

3.3 Methodology

The data will be entered into SPSS software by the researcher, who will combine the information obtained as a statistical analysis of factors to analyze the factors influencing people's expectations of their working styles post-COVID. After we get the factors, we will continue by analyzing attitudes toward each factor depending on the respondents' current working nature (routine vs non-routine, face-to-face vs non-face-to-face, teamwork vs non-teamwork, and fixed working hours vs non-fixed working hours) by using an independent sample T-test. This will allow us to determine the statistical significance of each factor depending on working style, which will allow us to draw a conclusion about the relationship between each factor and attitude toward working style. This will allow us to determine the factors that influenced people's perceptions of their working style post-COVID, which will be important for our final research question.
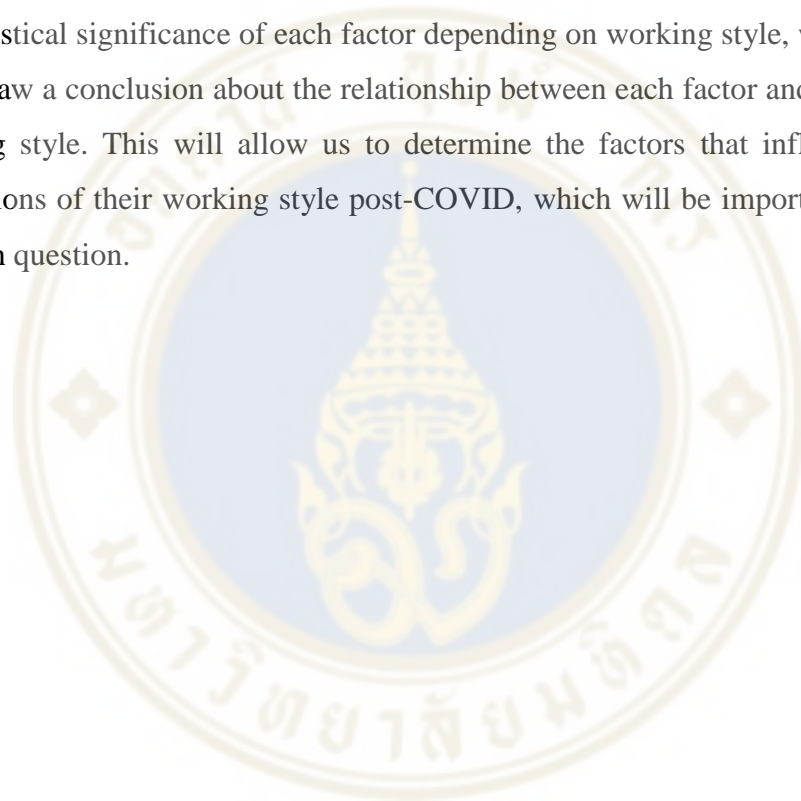
CHAPTER IV
DATA ANALYSIS

This chapter presents the survey results from 128 respondents. 4 responses cannot be analyzed as their no-answer responses in the screening question indicate they are currently not working. Therefore, 124 responses can be used in the analysis.

From the data I collected through the survey questionnaire, I was able to find factors influential considering working style by analyzing using SPSS to run factor analysis and then finding attitudes toward each factor depending on working style by analyzing by independent sample T-test.

4.1 Factor Analysis

A statistical approach called factor analysis is used to determine which factors are measured. This study uses the Total Variance Explained and Rotated Component Matrix to determine the factors that influence expectations in the working styles of workers in Thailand. There are four attributes that are processed for the factor analysis, which results in a total of 22 variables. The final outcome of the factor analysis is as follows:

4.1.1 Total Variance Explained

Table 4.1 Total Variance Explained result after 11 times data reduction

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.077	33.973	33.973	2.856	23.802	23.802
2	2.073	17.273	51.246	2.148	17.899	41.702
3	1.312	10.933	62.180	2.001	16.676	58.378
4	1.033	8.607	70.787	1.489	12.409	70.787
5	.697	5.808	76.595			
6	.582	4.851	81.446			
7	.569	4.744	86.189			
8	.492	4.098	90.287			
9	.372	3.103	93.391			
10	.340	2.837	96.228			
11	.239	1.988	98.216			
12	.214	1.784	100.000			

Extraction Method: Principal Component Analysis.

According to table 4.1, the analysis determines only 12 out of 22 significant variables, but only 4 out of 12 variables that have Eigenvalues ≥ 1. For the rest, they received low values, which cannot be interpreted as a genuine fundamental factor. Also, the cumulative percent should be more than 60%, and the fourth component got 70.787% cumulative, which is acceptable. Therefore, it is clear that there will be four significant factors that represent the main factors of the study.

4.1.2 Rotated Component Matrix

Table 4.2 Rotated Component Matrix result after 11 times data reduction

Variables	Component				h²
	1	2	3	4	
Working from home makes it safer in terms of physical health				.781	.660
Working from home makes it safer in terms of mental health				.775	.683
Having screening systems before entering the office, i.e., body temperature, makes it safer		.788			.673
Having social distance for working space in the office makes it safer		.871			.794
Having a compulsory policy to wear a face mask during work makes it safer		.793			.646
Working from home does not negatively affect relationships with colleagues			.807		.783
Reducing working days per week but increasing hours per day does not negatively affect relationships with colleagues			.844		.768
Having social distancing in the office does not negatively affect relationships with colleagues			.684		.631
Working from home affects the desire to work with the organization for a longer time	.724				.648
Having flexible working days and hours affects the desire to work with the organization for a longer time	.894				.830
Having a volunteer OT/shift affects the desire to work with the organization for a longer time	.797				.666
Having flexible working days and hours can give more time for individual improvement	.811				.713
Eigenvalue	2.856	2.148	2.001	1.489	
% Of Variance	23.802	17.899	16.676	12.409	
Cumulative %	23.802	41.702	58.378	70.787	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

The Rotated Component Matrix's output shows four components with factor loading values of > 0.4, no cross-loading, and no mismatched meaning. 70.787 percent of the variance was accounted for by four components. The analysis demonstrates that four variables are used to determine the first factor. Three variables are used to determine the second factor. Three variables are used to measure the third factor. Two variables are used to gauge the fourth factor. Therefore, four factors, which consist of a total of 12 variables, may be explained as follows for each factor.

Factor 1 measured by

- Working from home affects the desire to work with the organization for a longer time

- Having flexible working days and hours affects the desire to work with the organization for a longer time

- Having a volunteer OT/shift affects the desire to work with the organization for a longer time

- Having flexible working days and hours can give more time for individual improvement

These four variables can be categorized as factor called Organizational flexibility

Factor 2 measured by

- Having screening systems before entering the office, i.e., body temperature, makes it safer

- Having social distance for working space in the office makes it safer

- Having a compulsory policy to wear a face mask during work makes it safer

These three variables can be categorized as factor called Safety policy

Factor 3 measured by

- Working from home does not negatively affect relationships with colleagues

- Reducing working days per week but increasing hours per day does not negatively affect relationships with colleagues

- Having social distancing in the office does not negatively affect relationships with colleagues

These three variables can be categorized as factor called Social distancing

Factor 4 measured by

- Working from home makes it safer in terms of physical health
- Working from home makes it safer in terms of mental health

These two variables can be categorized as factor called Physical and Mental health

Table 4.3 Four factors

Factors	Naming
1	Organizational flexibility
2	Safety policy
3	Social distancing
4	Physical and mental health

4.2 Independent Sample T-test

A statistical technique is used to test a hypothesis to compare the mean of a sample with a population, or between groups that are independent of each other. The hypothesis is tested by performing a test on the sample to see if the results match a certain expected value, also known as an assumption.

When the p-value is less than 0.05, the null hypothesis that there is no difference between the means is rejected, and we come to the conclusion that there is a significant difference. The existence of a significant difference cannot be inferred if the p-value is higher than 0.05 (Minitab Blog Editor, 2015).

4.2.1 Routine working style

Factor 1: Organizational flexibility

Assumptions: Organizational flexibility attitudes depend on routine working styles.

Table 4.4 Difference between routine versus non routine working style on organizational flexibility

Routine Working style	N	Mean	Std. Deviation	T	P
No	44	4.2386	0.76621	.639	.524
Yes	80	4.3313	0.77518		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about organizational flexibility do not depend on routine working style.

Factor 2: Safety policy

Assumptions: Safety policy attitudes depend on routine working styles.

Table 4.5 Difference between routine versus non routine working style on safety policy

Routine Working style	N	Mean	Std. Deviation	T	P
No	44	4.3111	0.76227	.676	.500
Yes	80	4.1999	0.93347		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about safety policy do not depend on routine working style.

Factor 3: Social distancing

Assumptions: Social distancing attitudes depend on routine working styles.

Table 4.6 Difference between routine versus non routine working style on social distancing

Routine Working style	N	Mean	Std. Deviation	T	P
No	44	4.0380	0.83222	.123	.902
Yes	80	4.0585	0.91852		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about social distancing do not depend on routine working style.

Factor 4: Physical and mental health

Assumptions: Physical and mental health attitudes depend on routine working styles.

Table 4.7 Difference between routine versus non routine working style on physical and mental health

Routine Working style	N	Mean	Std. Deviation	T	P
No	44	4.1364	.86846	.958	.340
Yes	80	4.2875	.82495		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about physical and mental health do not depend on routine working style.

4.2.2 Face-to-face working style

Factor 1: Organizational flexibility

Assumptions: Organizational flexibility attitudes depend on face-to-face working styles.

Table 4.8 Difference between face-to-face versus non-face-to-face working style on organizational flexibility

Face-to-face working style	N	Mean	Std. Deviation	T	P
No	69	4.3406	0.73511	.682	.497
Yes	55	4.2455	0.81577		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about organizational flexibility do not depend on face-to-face working style.

Factor 2: Safety policy

Assumptions: Safety policy attitudes depend on face-to-face working styles.

Table 4.9 Difference between face-to-face versus non-face-to-face working style on safety policy

Face-to-face working style	N	Mean	Std. Deviation	T	P
No	69	4.0820	0.86242	2.281	.024
Yes	55	4.4367	0.85795		

*As the significance is 0.05. The two variances are significantly different.

Therefore, we can say that concerns about safety policy depend on face-to-face working style.

Factor 3: Social distancing

Assumptions: Social distancing attitudes depend on face-to-face working styles.

Table 4.10 Difference between face-to-face versus non-face-to-face working style on social distancing

Face-to-face working style	N	Mean	Std. Deviation	T	P
No	69	3.9423	0.84966	1.542	.126
Yes	55	4.1878	0.91802		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about social distancing do not depend on face-to-face working style.

Factor 4: Physical and mental health

Assumptions: Physical and mental health attitudes depend on face-to-face working styles.

Table 4.11 Difference between face-to-face versus non-face-to-face working style on physical and mental health

Face-to-face working style	N	Mean	Std. Deviation	T	P
No	69	4.3043	.74738	1.020	.310
Yes	55	4.1455	.94366		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about physical and mental health do not depend on face-to-face working style.

4.2.3 Teamwork working style

Factor 1: Organizational flexibility

Assumptions: Organizational flexibility attitudes depend on teamwork working styles.

Table 4.12 Difference between teamwork versus non teamwork working style on organizational flexibility

Teamwork working style	N	Mean	Std. Deviation	T	P
No	19	4.2632	0.82274	.216	.829
Yes	105	4.3048	0.76427		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about organizational flexibility do not depend on teamwork working style.

Factor 2: Safety policy

Assumptions: Safety policy attitudes depend on teamwork working styles.

Table 4.13 Difference between teamwork versus non teamwork working style on safety policy

Teamwork working style	N	Mean	Std. Deviation	T	P
No	19	4.4389	0.75316	1.081	.282
Yes	105	4.2032	0.89373		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about safety policy do not depend on teamwork working style.

Factor 3: Social distancing

Assumptions: Social distancing attitudes depend on teamwork working styles.

Table 4.14 Difference between teamwork versus non teamwork working style on social distancing

Teamwork working style	N	Mean	Std. Deviation	T	P
No	19	4.1926	0.89772	.755	.452
Yes	105	4.0256	0.88518		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about social distancing do not depend on teamwork working style.

Factor 4: Physical and mental health

Assumptions: Physical and mental health attitudes depend on teamwork working styles.

Table 4.15 Difference between teamwork versus non teamwork working style on physical and mental health

Teamwork working style	N	Mean	Std. Deviation	T	P
No	19	4.1447	.92540	.501	.617
Yes	105	4.2500	.82771		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about physical and mental health do not depend on teamwork working style.

4.2.4 Fixed working hours working style

Factor 1: Organizational flexibility

Assumptions: Organizational flexibility attitudes depend on a fixed hour working styles.

Table 4.16 Difference between fixed working hours versus non fixed working hours working style on organizational flexibility

Fix working hour	N	Mean	Std. Deviation	T	P
No	48	4.3750	0.75442	.880	.381
Yes	76	4.2500	0.78102		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about organizational flexibility do not depend on a fixed-hour working style.

Factor 2: Safety policy

Assumptions: Safety policy attitudes depend on a fixed hour working styles.

Table 4.17 Difference between fixed working hours versus non fixed working hours working style on safety policy

Fix working hour	N	Mean	Std. Deviation	T	P
No	48	4.0204	1.04425	2.077	.041
Yes	76	4.3776	0.72267		

*As the significance is 0.05. The two variances are significantly different.

Therefore, we can say that concerns about safety policy depend on a fixed-hour working style.

Factor 3: Social distancing

Assumptions: Social distancing attitudes depend on a fixed hour working styles.

Table 4.18 Difference between fixed working hours versus non fixed working hours working style on social distancing

Fix working hour	N	Mean	Std. Deviation	T	P
No	48	4.1669	0.80755	1.158	.249
Yes	76	3.9782	0.92913		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about social distancing do not depend on a fixed-hour working style.

Factor 4: Physical and mental health

Assumptions: Physical and mental health attitudes depend on a fixed hour working styles.

Table 4.19 Difference between fixed working hours versus non fixed working hours working style on physical and mental health

Fix working hour	N	Mean	Std. Deviation	T	P
No	48	4.3125	.70617	.827	.410
Yes	76	4.1842	.91594		

*As the significance is 0.05. The two variances are not significantly different.

Therefore, we can say that concerns about physical and mental health do not depend on a fixed-hour working style.

CHAPTER V
CONCLUSION

5.1 Conclusion

During the COVID-19 pandemic, new issues have surfaced that have a significant influence on employees and numerous other areas of enterprises. Due to the change in working conditions from a typical commute to telework, employees have experienced difficulties. We can infer from this research elements impacting employees' working styles and changes brought on by the COVID-19 given that workers have faced challenges from new work conditions and changing lifestyles post-COVID-19.

Following the component analysis, only four essential factors were found to be the factors influencing employee expectations of working styles post-COVID in Thailand. Employees take into account 1. organizational flexibility 2. safety policy 3. Social distancing4. Physical and mental health as a result of workplace safety, job performance, colleague relationships, long-term career path within the organization, and personal development

From the analysis result on attitudes toward each factor depending on the respondents' current working nature (routine vs non-routine, face-to-face vs non-face-to-face, teamwork vs non-teamwork, and fixed working hours vs non-fixed working hours) by using an independent sample T-test, we can conclude that respondents have similar attitudes toward factors as almost all do not depend on their working nature. Except on the factor of safety policy, which has a significantly different impact on employees who have face-to-face vs non-face-to-face and fixed working hours vs non-fixed working hours.

5.2 Recommendation

When it comes to working, there are many factors that can influence how an employee expects to be treated. These include things like the type of work they will be doing, the industry in which they will be working, and even the specific profession in question. While these factors may seem obvious or even self-evident, it is important to remember that each one can have a different impact on how an employee expects to be treated. It is advised that you delve deeper into the particular career and that other factors, such as work-related restrictions for each profession, be taken into account. The work-related restrictions for each profession can be a major factor in the employee's expectations of working styles post-Covid. For example, if an employee is expected to work in a fast-paced environment, then their expectations may be different than if they are expected to work in a slow-paced environment. In addition, if an employee does not have knowledge about their career options or cannot see themselves changing careers within their current field, this can also influence their expectations for working styles post-COVID.

5.3 Limitation

There are several limitations to this study. First, regarding the distribution of respondents that we used in this study, we do not know the region or address of participants. As a result, we cannot tell whether our survey was conducted in a rural or urban setting. Second, we chose to conduct our research on an online platform due to its convenience and accessibility. However, it is possible that certain groups are underrepresented in the findings of this study. Because we did not collect data from respondents who were not online, we do not know how well our survey reached those who were offline.

5.4 Future research

    In future studies, we plan to examine the impact of various workplace topologies or workplace transformations on employee expectations of working styles post-COVID. We will also explore how these various factors affect an employee's satisfaction with their work style. There are many factors that can influence the employee's expectations of working styles. One important factor is the occupation. In future studies, it would be interesting to compare the differences between different occupations regarding their expectations of working styles after COVID-19.

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APPENDICES

Questionnaire

Section 1: Screening question

คำถามคัดกรอง (Screening Questions)

Description (optional)

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1. ปัจจุบัน คุณกำลังทำงาน อยู่หรือไม่ (Are you currently working ?) *

◯ ใช่ (Yes)

◯ ไม่ใช่ (No)

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2. คุณกำลังทำงาน ในกลุ่มอาชีพใด (What work arenas are you working in ?) *

◯ การแพทย์ และการสาธารณสุข (Medical Care)

◯ สุขภาพและความงาม (Personal Care) เช่น ร้านทำผม (Hair Salons) , สถานออกกำลังกาย (Gyms)

◯ บริการลูกค้าโดยตรง (On-site customer interaction) เช่น งานขายหน้าร้าน (Retail stores) , ธนาคาร (Bank)

◯ ท่องเที่ยว สถานที่พัก (Leisure and Travel) เช่น ร้านอาหาร (Restaurants) , โรงแรม (Hotels)

◯ งานผลิต และโรงงาน (Indoor production and warehousing) เช่น โรงงาน (Factories) , คลังสินค้า (Warehouses)

◯ พนักงานออฟฟิศ (Computer based work office)

◯ ด้านการศึกษา และ การเรียนการสอน (Class room and training)

◯ งานผลิต ที่ไม่ใช่โรงงาน (Outdoor production) เช่น ก่อสร้าง (Construction) , การเกษตร (Farming)

◯ Other...

Section 2: General question

คำถามเบื้องต้น (General Questions)

Description (optional)

3. ลักษณะงานของคุณ เป็นงานรูทีน (Routine) หรือไม่? (Does your job involve routine tasks?) *

○ ใช่ (Yes)

○ ไม่ใช่ (No)

4. ลักษณะงานของคุณ จำเป็นต้องพบปะผู้คนโดยตรงหรือไม่? (Does your job require face-to-face interaction with people?) *

○ ใช่ (Yes)

○ ไม่ใช่ (No)

5. ลักษณะงานของคุณจำเป็นต้องทำงานเป็นทีมหรือไม่? (Does your job require a teamwork environment?) *

○ ใช่ (Yes)

○ ไม่ใช่ (No)

6. ลักษณะงานของคุณจะต้องเข้างานแบบฟิคเวลาเข้าออกงานหรือไม่? (Does your job have strictly fixed working hours?) *

○ ใช่ (Yes)

○ ไม่ใช่ (No)

Section 3: Specific questions

คำถามเจาะจงเรื่องความรู้สึกด้านความปลอดภัย (Specific Questions: Safety for physical health and mental health)

จาก 1 ถึง 5 คุณเห็นด้วยกับประโยคต่อไปนี้แค่ไหน โดยที่ 1 คือไม่เห็นด้วยอย่างยิ่ง และ 5 คือเห็นด้วยอย่างยิ่ง (Please indicate to what extent you agree or disagree with the following statement)

การทำงานที่บ้าน ทำให้ปลอดภัยในทางสุขภาพร่างกายมากขึ้น (Working from home makes it safer in * terms of physical health)

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

การทำงานที่บ้าน ทำให้ปลอดภัยในทางจิตใจมากขึ้น (Working from home makes it safer in terms * of mental health)

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

การลดจำนวนวันในการทำงานต่อสัปดาห์ และแทนที่ด้วยการเพิ่มชั่วโมงการทำงานต่อวัน มีผลต่อความ * ปลอดภัยมากขึ้น (Reducing working days per week but increasing hours per day makes it safer)

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

นโยบายการคัดกรองคน ก่อนเข้าสถานที่ทำงาน มีผลต่อความปลอดภัยมากขึ้น (Having screening systems before entering the office, i.e., body temperature, makes it safer) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

นโยบายการเว้นระยะห่างในสถานที่ทำงาน มีผลต่อความปลอดภัยมากขึ้น (Having social distance for working space in the office makes it safer) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

นโยบายการสวมใส่หน้ากากอนามัย มีผลต่อความปลอดภัยมากขึ้น (Having a compulsory policy to wear a face mask during work makes it safer) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

นโยบายการเปิดเผย รายชื่อผู้ติดเชื้อโควิด 19 ในสถานที่ทำงาน มีผลต่อความปลอดภัยมากขึ้น (Having transparency information about infected people in the office makes it safer) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

Section 5 of 9

คำถามเจาะจงเรื่องประสิทธิภาพในการทำงาน (Specific Questions : Working Performance)

จาก 1 ถึง 5 คุณเห็นด้วยกับประโยคต่อไปนี้แค่ไหน โดยที่ 1 คือไม่เห็นด้วยอย่างยิ่ง และ 5 คือเห็นด้วยอย่างยิ่ง (Please indicate to what extent you agree or disagree with the following statement)

การทำงานที่บ้าน ไม่ทำให้ประสิทธิภาพการทำงานลดลง (Working from home does not decrease working performance) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

นโยบายเวลาทำงานแบบยืดหยุ่น ไม่ทำให้ประสิทธิภาพการทำงานลดลง (Having flexible working days and hours do not decrease working performance) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

การลดจำนวนวันในการทำงานต่อสัปดาห์ และแทนที่ด้วยการเพิ่มชั่วโมงการทำงานต่อวัน ไม่ทำให้ *
ประสิทธิภาพการทำงานลดลง (Reducing working days per week but increasing hours per day
does not decrease working performance)

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

การให้พนักงานสามารถสมัครใจทำงานล่วงเวลาด้วยตนเองได้โดยไม่มีการบังคับ ไม่ทำให้ประสิทธิภาพ *
การทำงานลดลง (Having a volunteer OT/shift does not decrease working performance)

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

นโยบายป้องกันการแพร่ระบาดของโควิด 19 เช่น การใส่หน้ากากอนามัย หรือ การเว้นระยะห่างทางสังคม *
ไม่ทำให้ประสิทธิภาพการทำงานลดลง (Having a strict measurement spread of COVID-19 does
not decrease working performance)

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

Section 6 of 9

คำถามเจาะจงเรื่องความสัมพันธ์กับเพื่อนร่วมงาน (Specific Questions : Relationships with Colleagues)

จาก 1 ถึง 5 คุณเห็นด้วยกับประโยคต่อไปนี้แค่ไหน โดยที่ 1 คือไม่เห็นด้วยอย่างยิ่ง และ 5 คือเห็นด้วยอย่างยิ่ง (Please indicate to what extent you agree or disagree with the following statement)

การทำงานที่บ้าน ไม่ส่งผลเสียต่อความสัมพันธ์กับเพื่อนร่วมงาน (Working from home does not negatively affect relationships with colleagues) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

การลดจำนวนวันในการทำงานต่อสัปดาห์ และแทนที่ด้วยการเพิ่มชั่วโมงการทำงานต่อวัน ไม่ส่งผลเสียต่อ * ความสัมพันธ์กับเพื่อนร่วมงาน (Reducing working days per week but increasing hours per day does not negatively affect relationships with colleagues)

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

นโยบายการเว้นระยะห่างในสถานที่ทำงาน ไม่ส่งผลเสียต่อความสัมพันธ์กับเพื่อนร่วมงาน (Having social * distancing in the office does not negatively affect relationships with colleagues.)

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

นโยบายการสวมใส่หน้ากากอนามัย ไม่ส่งผลเสียต่อความสัมพันธ์กับเพื่อนร่วมงาน (Having a * compulsory policy to wear a face mask during work does not negatively affect relationships with colleagues.)

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

Section 8 of 9

คำถามเจาะจงเรื่องการพัฒนาตนเอง (Specific Questions : Individual Improvement)

จาก 1 ถึง 5 คุณเห็นด้วยกับประโยคต่อไปนี้แค่ไหน โดยที่ 1 คือไม่เห็นด้วยอย่างยิ่ง และ 5 คือเห็นด้วยอย่างยิ่ง (Please indicate to what extent you agree or disagree with the following statement)

การทำงานที่บ้าน ส่งผลให้มีเวลาพัฒนาตนเองมากขึ้น (Working from home can give more time for individual improvement) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

นโยบายเวลาทำงานแบบยืดหยุ่น ส่งผลให้มีเวลาพัฒนาตนเองมากขึ้น (Having flexible working days and hours can give more time for individual improvement) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

Section 7 of 9

คำถามเจาะจงเรื่องความผูกพันต่อองค์กร (Specific Questions : Long-term plan with the organization)

จาก 1 ถึง 5 คุณเห็นด้วยกับประโยคต่อไปนี้แค่ไหน โดยที่ 1 คือไม่เห็นด้วยอย่างยิ่ง และ 5 คือเห็นด้วยอย่างยิ่ง (Please indicate to what extent you agree or disagree with the following statement)

การทำงานที่บ้าน ส่งผลให้อยากร่วมงานกับองค์กรนานขึ้น (Working from home affects the desire to work with the organization for a longer time) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

นโยบายเวลาทำงานแบบยืดหยุ่น ส่งผลให้อยากร่วมงานกับองค์กรนานขึ้น (Having flexible working days and hours affects the desire to work with the organization for a longer time) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

การลดจำนวนวันในการทำงานต่อสัปดาห์ และแทนที่ด้วยการเพิ่มชั่วโมงการทำงานต่อวัน ส่งผลให้อยาก ร่วมงานกับองค์กรนานขึ้น (Reducing working days per week but increasing hours per day affects the desire to work with the organization for a longer time) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)

การให้พนักงานสามารถสมัครใจทำงานล่วงเวลาด้วยตนเองได้โดยไม่มีการบังคับ ส่งผลให้อยากร่วมงาน กับองค์กรนานขึ้น (Having a volunteer OT/shift affects the desire to work with the organization for a longer time) *

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง (Strongly Disagree)	○	○	○	○	○	เห็นด้วยอย่างยิ่ง (Strongly Agree)