超時工作研究調查

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- ➢ Objectives & Methods

- ➢ Results

- ➢ Conclusions

- ➢ Q&A

Objectives

➢ To understand the state of overtime (OT) work in private sectors in Hong Kong

  ● how frequent and to what extent do workers work overtime

  ● their reactions to OT

  ● motivations for OT

➢ To explore its implications on industrial-organizational concerns like work-life balance and the restriction of working hours. OT refers to both OT days and OT hours.

Definitions

➢ Overtime Work (OT)

- Work at anywhere beyond office hours as stated in employment contract

➢ OT Day

- A day (either a normal work day or a holiday) which employees had worked overtime

➢ OT Hour

- A work hour (on a normal work day or a holiday) which was outside office hours

Results Outline

➢ Overall OT and working hours

➢ Variation in the amount of OT work

➢ Who are the ones with the most OT?

➢ Is OT a concern? Is it acceptable?

➢ What motivates OT?

➢ Work overload and possible adverse effects
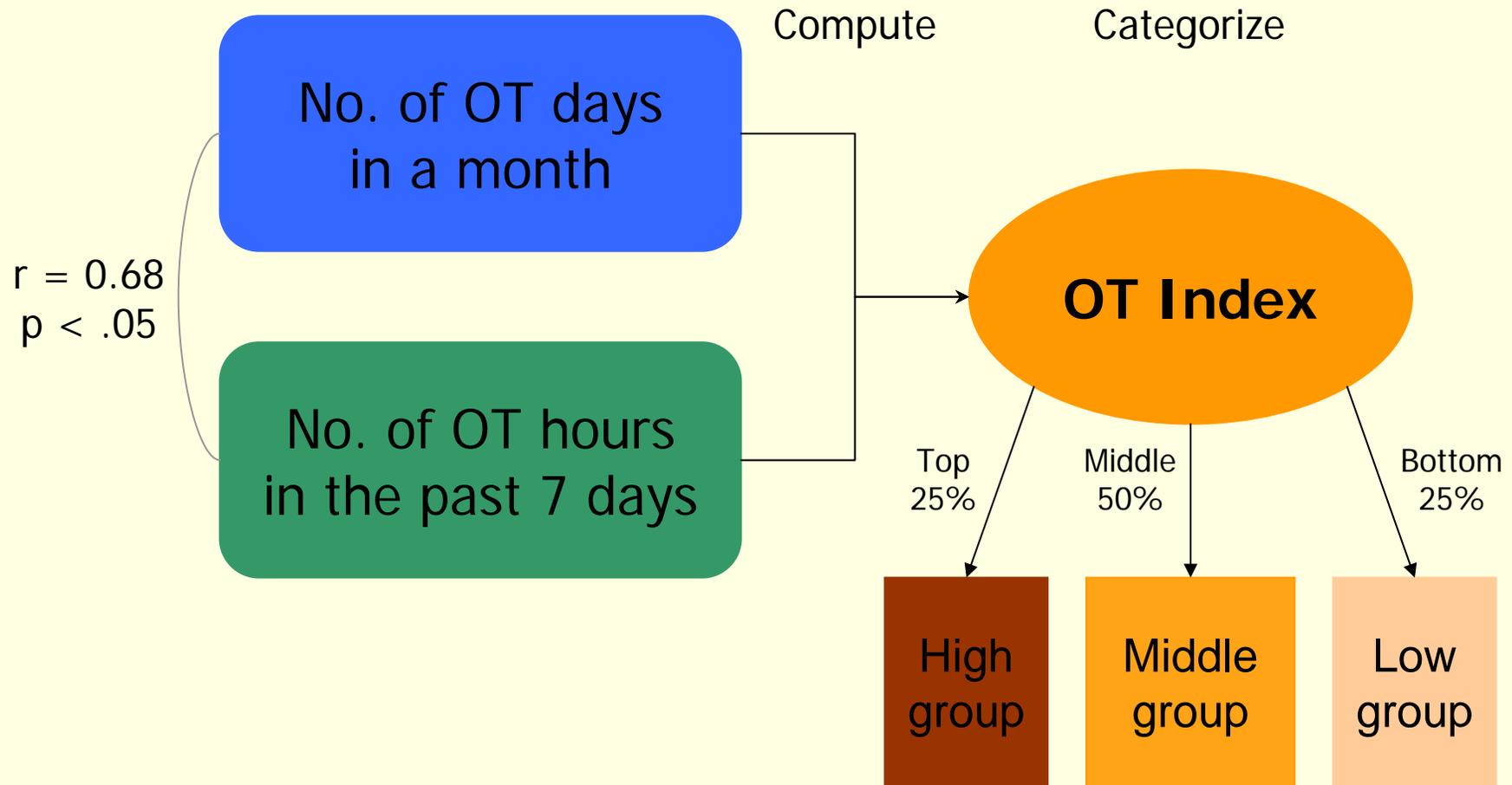
➢ Expected hours of work

➢ Conclusions

Survey Methodology

➢ Fieldwork agent
- ● Mercado Solutions Associates Ltd. (MSA)

➢ Fieldwork period
- ● Quarter I, 2005

➢ Target respondents
- ● Full-time employees in private sectors

➢ Data collection method
- ● Telephone interviews

➢ Total no. of successful interviews
- ● 500

Overall OT and Working Hours

➢ Half (49%) of the people have done some OT work during the 7 days before interviewed.

➢ The median OT hours in the past 7 days is 6 hours. The median number of days in a month is 8 days.

➢ The median no. of working hours per week is 50 hrs

- 48 hrs --- had no OT
- 54 hrs --- had OT.

➢ The official statistics for the whole population (2004, 4th quarter) is 49 hours per week.

OT Index

No. of OT days in a month

No. of OT hours in the past 7 days

r = 0.68
p < .05

Compute

Categorize

OT Index

Top 25%

Middle 50%

Bottom 25%

High group

Middle group

Low group

Variation in the amount of OT work

- High OT group (work 76% of OT hours)
  - median 10 hrs
- Middle group (24%)
  - median 4 hours
- Low group (none)

➢ Some (18%) in the High group work as many as 10-20 OT hrs per week

➢ Some (6%) even work more than 20hrs.

➢ However, 62% of all respondents did not get paid for OT

Who are the ones who have the most OT?

➢ Better educated
  - Among the high OT group (57% University or above)
  - … middle OT group (52% secondary level)
  - … low OT group (61% secondary level)

➢ Higher income
  - Among the high OT group (median income: $15,200/m)
  - … middle OT group ($11,500/m)
  - … low OT group ($9,200/m)

➢ Professional occupations
  - Among the high OT group (29% professionals/managers)
  - … middle OT group (13% professionals/managers)
  - … low OT group (5% professionals/managers)

Is OT a concern? Is it acceptable?

One way to look at it is to find out whether workers find the amount of OT they do acceptable.

Figures in %

76

24

Had OT   No OT

Acceptable

Unaccept-able

No comment

2

16

82

Figures in %
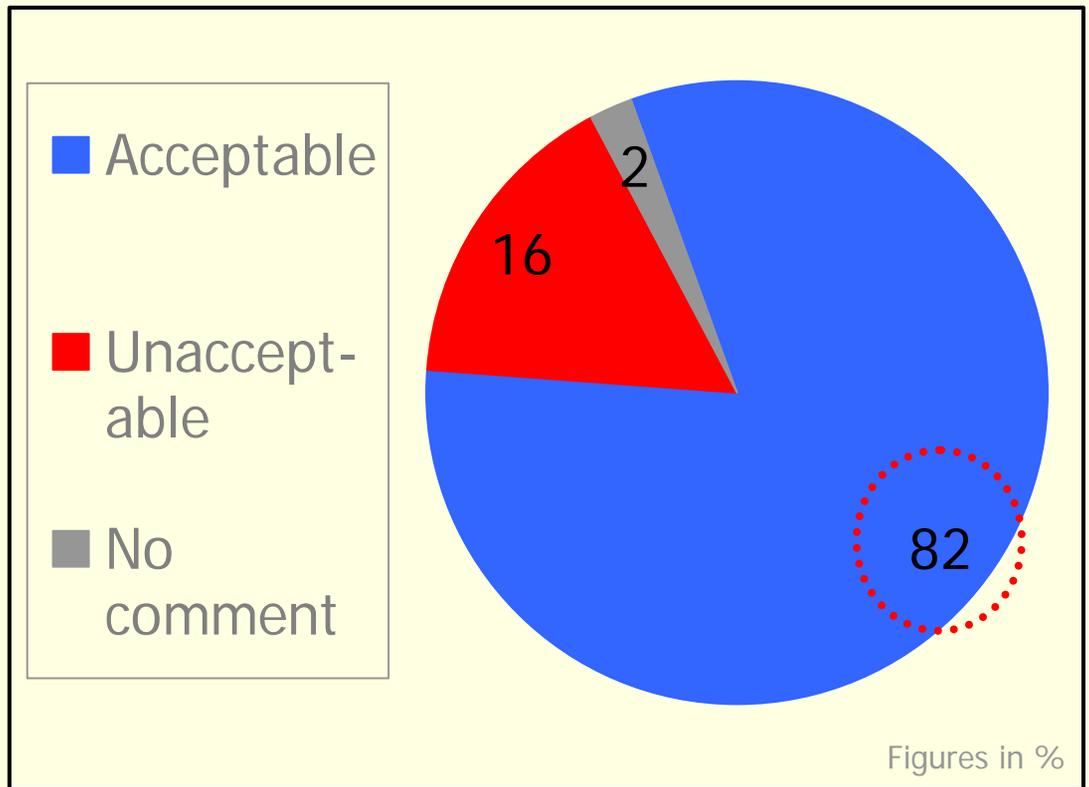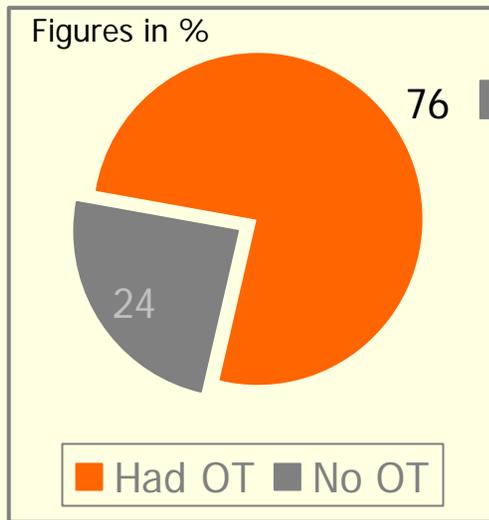
Sample size: (500; 379)
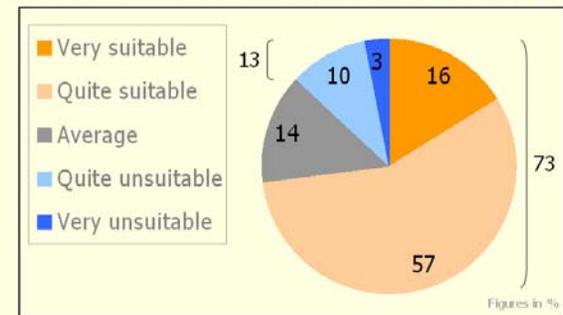Base: Full-time employees in private sectors who had ever OT in their current companies
Ref.: A.7 by A.5

What motivates OT? (1)

➢ **I**rrespective of whether they are receiving pay for OT, a substantial number of the people agreed in someway to the statement that they don't mind OT even if there is no pay for it.

- ● 73% took initiative to OT
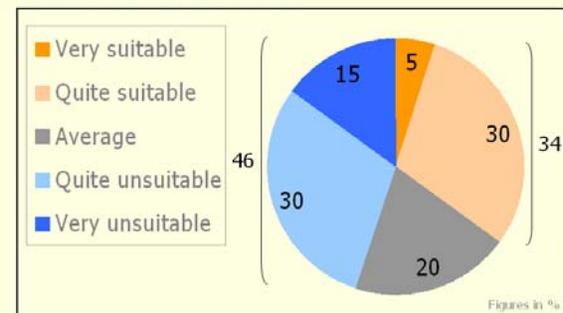- ● 34% did not mind doing OT without pay

Initiative to OT

I'd take initiative to OT when it is needed, since I'm responsible to do my tasks well

- Very suitable
- Quite suitable
- Average
- Quite unsuitable
- Very unsuitable

13 | 10 | 3 | 16 | 14 | 73 | 57

Figures in %

Attitude towards OT w/o Pay

I don't mind OT even if there is no pay for it

- Very suitable
- Quite suitable
- Average
- Quite unsuitable
- Very unsuitable

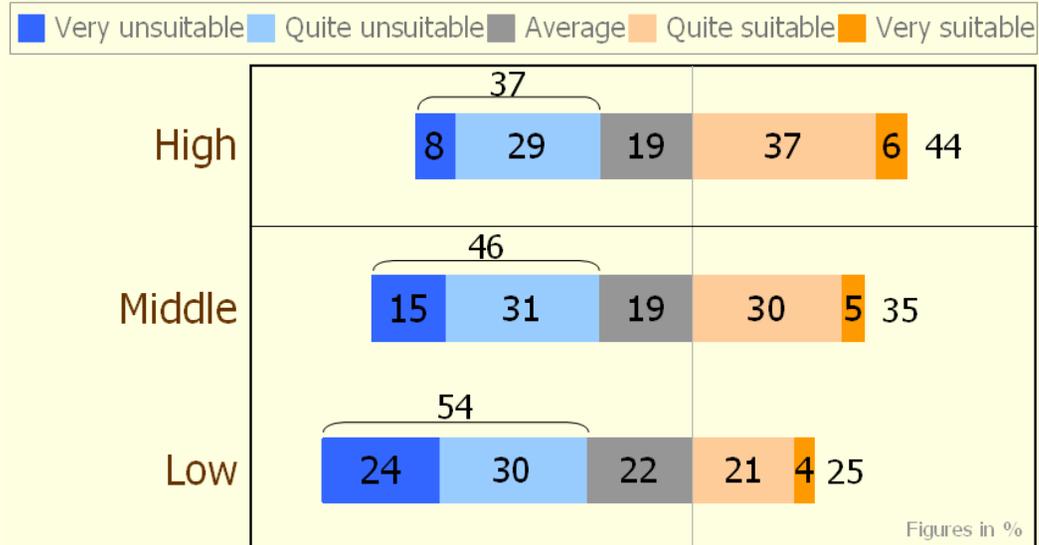15 | 5 | 30 | 34 | 46 | 30 | 20

Figures in %

What motivates OT? (2)

➢ The attitude of "doing OT w/o pay" is directly proportional to the amount of OT work they are doing:

Attitude towards OT w/o Pay
(by OT index)

I don't mind OT even if there is no pay for it

| ■ Very unsuitable | ■ Quite unsuitable | ■ Average | ■ Quite suitable | ■ Very suitable |

	Very unsuitable	Quite unsuitable	Average	Quite suitable	Very suitable	
High	8	29	19	37	6	44
		37				
Middle	15	31	19	30	5	35
		46				
Low	24	30	22	21	4	25
		54				

Figures in %

What motivates OT? (3)

➢ Workers, especially those in the High OT group, felt they are obliged to do OT when needed because it was their responsibility to do their job well (81%).

➢ But in the other two groups, the percentages are also high

- 75% for Middle group &

- 61% in Low group.

What motivates OT? (4)

➢ Sense of achievement could be another motivator, especially for professionals (50% of them reported a greater sense of achievement than other job categories)

➢ In general,
- 51% of professionals think they are irreplaceable (against only 28% in other job categories)
- Even knowing these professionals have to work OT to accomplish their tasks, their supervisors will still assign the task to them (64% among professionals vs. 39% among non-professionals)

What motivates OT? (5)

(in %)	Had pay / allowance	vs.	No pay / allowance
Considered current OT acceptable	80	≈	82
Accept OT in general	54	>	46
Would take initiative to OT	74	≈	72
Didn't mind OT even if no pay	25	<	40

➢ Those not being paid for OT do not mind doing OT without pay.

➢ However, those used to getting paid for OT would object to not being paid.

Work overload and possible adverse effects (1)

➢ Workers working more OT do feel overwhelmed.

➢ Amount of OT work seems to have a direct relation with workload.

- High OT group (35%) find workload inappropriate (i.e. too much) than those in the Middle (18%) and Low (17%) group
- More than half of High group think they do not have sufficient time to complete their work (56%) and feel overloaded (58%).

Work overload and possible adverse effects (2)

- There are more of them who felt unhappy about the work demand and long hours than those in the other two groups
  - Dissatisfied with work demand
    - 37% (High) vs. 24% (Middle) and 12% (Low)
  - Dissatisfied with work hours
    - 38% vs. 18% and 20%

Work overload and possible adverse effects (3)

- High OT group have a stronger intention to quit their job

OT group	% of respondents having a strong intention to quit in the coming	
	6 months	24 months
High	13%	28%
Middle	9%	20%
Low	4%	14%

Expected hours of work

➢ Almost all wish to work fewer hours. The median expected hour per week is 44 hours (vs. a median of 50 hours in the past 7 days). This value is rather consistent for all irrespective of their present OT situation.

Outline

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➢ Variation in the amount of OT work

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➢ Expected hours of work

➢ Conclusions

Conclusions (1)

➢ OT is common but there are great variations

➢ High OT workers are those better paid, better educated, vice versa for low OT workers

➢ OT has a high acceptance rate, possibly because of sense of responsibility and sense of achievements

- High OT workers, especially among professionals and managers, also had higher sense of irreplaceablility

➢ Pay has a role, but not particular strong (講心少講金)

Conclusions (2)

➢ Finding OT acceptable is one thing, and really wanting to do OT or work long hours is another.

➢ Most people do not like long hours.

- The median expected hours per week is 44 hours (vs. a median of 50 hours in the past 7 days).

- This value is rather consistent for all irrespective of their present OT situation.

Conclusions (3)

➢ Due to the research method we used, maybe there are other factors that we have not been able to capture, e.g.,

- Individual-level factors (e.g., demographic status and personality)

- Job-level factors (e.g., performance appraisal criteria and time and place of hours worked)

- Organizational-level factors (e.g., norms, leadership, and culture)

- Economic factors (e.g., declining profitability and threat of layoffs)

Conclusions (4)

➢ What are the issues then?

- Can OT or long hours be avoided?
  - ◆ Efficiency measures- time management / more effective use of computers and equipment etc.
  - ◆ Many ways but maybe different measures for different organizations. Need more research.
- Should working hours or OT be restricted or reduced if efficiency measures do not work?
- If restricted, what do we hope people will do in the time otherwise spent in OT? Do we have a model of work-life balance that suits HK?

Conclusions (5)

➢ What is the most effective way to restrict or reduce long hrs if efficiency measures fail?

- e.g. legislating maximum working hrs.?

➢ We have noted in this study that a great part of OT for some is due to sense of responsibility, sense of achievement which are based on values and cultures.

➢ Changing values and culture through administrative means may not be the most effective approach. We need, for example, role models who not only support but actually practice working shorter hours.

Q&A