

**Title: A Comparative Study Between Generation X and Millennial employees on the working of Overtime Hours**

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# Submission of Thesis and Dissertation

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## **Abstract**

**Title:** A Comparative Study Between Generation X and Millennial employees on the working of Overtime Hours

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**Supervisor:** Fearghal O'Brien

While a general look at most organisations will show that all businesses are unique in some way shape or form, there is one fundamental pillar that is constant within any workplace. Employees are the foundation to all work environments and management are tasked with providing their workers with conditions that will facilitate the organisation meeting the all-important financial goals and targets. Delivering the ideal set of conditions for employees is further complicated by the subjectivity of individual preferences, values and beliefs about their jobs. The purpose of this investigation is to examine if these preferences values and beliefs can be compared by using a common factor that is present in many workplaces.





# **Chapter one: Introduction**

### **1.1 Introduction**

The importance of this investigation is identified by the increase of multigenerational workforces in our society. According to Glazer et al (2019) the prevalence of these multigenerational workforces will bring contrasting expectations from employees with regards to aspects of their employment. Benson and (2011) identify that Generation X employees and Millennial employees are the two most common cohorts of employees present in the majority of workplaces presently.

Furthermore, Taris et al (2011) illustrated that the working of overtime hours in organisations is an issue that requires regular consideration by management in order to balance the financial and operational needs of the company. Consequently, this investigation will examine the emerging issue of multigenerational workforces by assessing the contrasting expectations of Generation X workers and Millennials in relation to the working of overtime hours.

### **1.2 Research Aim**

The aim of this investigation is to compare how different generations of employees view the working of additional hours in their jobs. It is focused on emphasising that generational preferences regarding overtime will begin to become more prevalent as multigenerational workforces become common in our society. It is anticipated that the research I carry out will add another dimension to existing literature. Furthermore, the research will provide an insight into potential implications that organisations who have a multigenerational workforce and use overtime hours may experience in the future.

### **1.3 Research Objective**

Numerous questions have been developed in relation to the contrasting views of Generation X and Millennial workers in the workplace. The objective of this study is to examine if the two generation groups mentioned have contrasting views on working overtime. In order to achieve the aim of this investigation the following questions must be answered to gain a detailed understanding of the subject matter:

1. Do Generation X and Generation Y workers work overtime hours by choice or by obligation?
2. How do the workers from both generations prefer to be compensated for working overtime?
3. What are the most concerning outcomes of working the additional hours?

4. Does working overtime affect levels of jobs satisfaction?
5. If given the choice what would motivate both groups of employees to work overtime in their jobs?

#### **1.4 Research Design**

This investigation focuses on comparing two separate generations of workers by assessing a number of variables relating to overtime. The design of this research has been constructed with the hope that distinctions will be made using these pre identified variables that were prevalent within the literature. The use of a multiple-choice survey will allow a specific focus to be placed on these variables as only a specific number of answers will be able to be given. The results from the survey will then be quantitatively analysed and the results will be assessed in terms of whether there significant to the sample of participants only or the wider population. This method of gathering data is favoured over the use of qualitative methods as interviews and focus groups may offer in depth information that may detract from the initial aim and accuracy of the investigation.



# **Chapter two: Literature Review**

## **2.1 Introduction**

As illustrated by Glazer et al (2019) the prevalence of multigenerational workforces is increasing regularly on a global scale. Employees that were born between 1960 and 1980 have been labelled as Generation X workers, while those born between 1980 and the late 1990s have become known as Millennials (Dalla Pozza et al, 2017). The presence of multigenerational workforces will continue to highlight the contrast in values, beliefs and attitudes between different generations of workers.

In order to justify conducting a study on the Generation X and Millennial work groups, a clear distinction between the aforementioned values, beliefs and attitudes of employees in these groups needs to be made. Overtime will then be defined as a concept and an illustration will be made as to how it is prevalent in many industries as how the need for working these additional hours is instigated in a variety of ways. Subsequently by using a variety of resources including books, academic journals and a variety of databases, the key emerging themes and relevant concepts surrounding overtime will be explored. These themes will then be used as a foundation to compare Generation X and Millennial employee groups.

## **2.2 Values**

Vyas and Gupta (2015) illustrate that workers from the aforementioned generations have contrasting values. Generation X workers place a strong emphasis on being loyal to their employees whereas millennials value their personal growth and development over organisational improvement. Trapero et al (2017) reinforces this point by identifying millennials as being more concerned with individual goals set by themselves rather than organisational goals. Masibigiri and Nienaber (2011) argue that this approach plants unrealistic expectations in the minds of millennial workers and demonstrates a lack of respect for authority in the workplace. Brown (2012) shows that Generation X workers show greater levels of respect to authority as they are conscious of maintaining their position within the organisation in the long term.

## **2.3 Beliefs**

Trapero et al (2017) illustrates that Millennials believe that they should be instantly rewarded for the work they carry out in their occupation. Millennial employees are of the impression that it's in their best interests to exert as little effort as possible to earn financial and non-financial

rewards (Trapero et al,2017). This creates a sense of entitlement among this generation of workers. In comparison Generation X workers are more willing to do what their employers require of them regardless of how when and if they are rewarded for their efforts (Brown,2012).

## **2.4 Attitudes**

As identified by Gorczyca, and Hartman (2017) Millennials have a tendency to display a positive attitude towards tasks that are group based and projects that require technological aids to achieve their goals. In comparison there is a general consensus that Generation X employees prefer when individual tasks are assigned to them. Mhatre and Conger (2011) illustrate that Generation X workers come into work with the intention of completing the tasks assigned to them correctly and efficiently in exchange for their monetary package. Consequently, this generation of workers are less likely to operate in a collaborative manner in the workplace.

## **2.5 Overtime**

Overtime can be defined as hours worked in addition to the standard contractual hours of one's employment (Parkes,2017) As stated by Maderia (2017) there is a clear distinction between the standard day/week work time hours that employees are expected to work and overtime hours. This distinction can be drawn from a comparison of the fixed time rotas and hourly pay rates of standard work time hours, and the altered pay rates and absence of a consistent work schedule for overtime hours (Campbell,2017).

### **2.5.1 Causes of overtime**

Campbell (2017) identified that the cause of the overtime hours needing to be worked will also affect the employees. The immediate operational needs of the organisation may lead to short notice periods regarding the work of overtime hours and subsequently negative feelings among the workforce. Gralla et al (2017) reinforces this argument by identifying that factors regarding the supply of goods and services have a significant influence over the number of hours worked in organisations. Olds and Clarke (2010) argue that staffing issues are the main cause of requiring employees to work additional hours. Furthermore Shanck (2005) identifies that in certain industries offering overtime to the current workforce is unavoidable due the skillset they possess in comparison to new employees they may potentially hire.

### **2.5.2 Compensation for overtime**

Beckers et al (2008) shows that the Effort reward imbalance model places an emphasis on employees being compensated fairly for how much effort they exert in the workplace. Moreover, the model focuses on the social exchange process between both parties in the working relationship (Beckers et al 2008). The model establishes a link between the financial rewards of working additional hours to potential implications for employee's behaviour. Hamilton (2019) furthers this argument by identifying that employee's psychological well-being may be affected in a negative manner if they are not compensated correctly for the overtime they work.

Tampu (2015) illustrates that the most common way of rewarding employees is to offer them a financial gain for the extra efforts they have exerted. In spite of this organisations are beginning to offer non-financial rewards for employees who have shown their willingness to help the organisation through exerting extra effort (Yap Peng Lok ,2019). Additional days holidays along with the option of flexible work arrangements are being offered as an alternative to monetary rewards for additional work (Anxo and Karlsson, 2019). Yap Peng Lok (2019) identified that the broader range of remuneration on offer will increase the levels organisational commitment among the relevant individuals.

Anger (2008) offers a contrasting argument regarding the rewards for employees working overtime. It is illustrated that workers will work the additional hours of work for no pay whatsoever in the hope that by exhibiting their commitment to the needs of the organisation, it will place them in good standing with owners, shareholders and management. Consequently Anger (2008) argues that this will put the employees in question in a strong position to retain their jobs and enhance their chances for being considered for potential promotions.

### **2.5.3 Voluntary/involuntary**

One of the key themes in relation to overtime is whether the additional hours are worked on a voluntary basis or whether employees are directed to do so by management. Bhutto (2015) shows that the distinction between whether overtime is worked by choice or by obligation will have a subsequent effect on the attitudes of employees. Wantanabe and Yamauchi (2016) concurred with this argument and identified that the effects of how workers are subjected to overtime hours are not constrained to the workplace. According to Golden and Wiens Tuers



(2005) involuntary overtime is more prevalent where works schedules are inflexible, and when working relationships between employee and employer are strained.

Fonthina et al (2019) shows that when overtime is mandatory, the outcomes can be more harmful to the employees than non-mandatory overtime. It is argued that the emotional outcomes become more harmful as the employee feels there is nothing, they can do to improve the situation. These outcomes will then indirectly affect the organisation as employees will not contribute to the same level when they are emotionally unstable (Fonthina et al, 2019)

Fonthina et al (2019) emphasised that although the overtime hours being worked may be by choice, this choice made by employees may be made as a response to specific job demands. Nanan and Saribut (2019) identify that communication between management and employees is a key factor in gauging the level of organisational commitment among the workforce. Subsequently when the option of working overtime hours arises, managers should communicate this option to employees in a manner which emphasises that they are not obliged to do so. Bray and Williams (2017) reinforced this suggestion by stating effective organisational communication will increase levels of organisational commitment dramatically. Furthermore, effective communication will facilitate improvements in the levels of output from employees (Bray and Williams, 2017)

#### **2.5.4 Outcomes**

As identified by Hiemer and Anderson (2019) the outcomes of working overtime differ for every employee depending on their job characteristics. Guo et al (2020) also suggested that employee's attitudes towards work will also influence what outcomes of overtime affect them the most. (Hiemer and Anderson (2019) illustrated that physical and emotional outcomes are the most concerning products of working additional hours. Physical outcomes were defined as ill health and tiredness while emotional outcomes were described as bringing stress and anxiety upon an individual in the work place.

Arguments have been made that there is a responsibility on an employer to safeguard their workers against these negative outcomes. Hiemer and Anderson (2019) discussed how there is a duty of care to put the employees needs ahead of the needs of the organisation and prevent burnout from being an issue in the workforce. In contrast Guo et al (2020) clarifies that employers may not be aware of any potential negative impacts that overtime is having on employees. It is argued that employers are firmly focused on the productivity and performance

of the organisation and will have no reason to suspect that employees are struggling physically or in an emotional manner if these issues are not communicated to them.

The most significant outcome that is negatively impacting employees is an unequal work life balance. Fonthina et al (2019) illustrated that overtime can cause levels of interference with an individual's family life. The unequal work life balance can transfer the negative outcomes of overtime to immediate family members. Avgoustaki, and Frankort, (2019) concur with this analysis by identifying that an increase in the amount of overtime hours will lead to an inferior work life balance. Reduced rest periods and increased levels of fatigue significantly impact an employee's quality of life outside the workplace (Avgoustaki and Frankort (2019)).

Lobo et al (2012) illustrated that the increase of flexible working patterns and upsurge in employees favouring an equal work life balance will hinder organisations when asking employees to work overtime hours. Lobo et al (2012) also identified productivity and organisational performance will be hindered in the short term. Conversely in the long term the workforce will be more content in their jobs and will improve the organisations in these areas Lobo et al (2012). It has been argued that the long-term impact may not be as relevant as depicted. Guo, Mao, Chiang, Wang, Chen (2020) make the argument that the increase in employee turnover will phase out any potential long-term benefits for the productivity and performance of the organisation.

Roebuck, Smith, & Haddaoui (2013) illustrate that maintaining a healthy work life balance is a growing concern for both generation X workers and millennials. Generation workers identified that issues surrounding their family take precedent over there working commitments, where in contrast millennial workers demonstrated that excessive working hours didn't allow time to pursue personal interest (Roebuck et al, 2013).

According to Brough et al (2020) the views of millennials in relation to their work life balance is becoming increasingly consistent. It is illustrated that they value the balance between work and leisure more than other generations and an unfavourable balance will result increased job dissatisfaction.

## 2.6 Job satisfaction

The potential for overtime hours to effect levels of employee satisfaction was a reoccurring theme within the literature analysed. Robbins and Judge (2009) state that employee's levels of job satisfaction are dictated by their feelings surrounding their role which can be uncovered through an assessment of their job characteristics. Sadri and Bowen (2011) illustrate how Maslow's hierarchy of needs model can be linked to the job satisfaction levels of employees. As financial compensation in exchange for the output of an employee's work can be deemed as an essential factor of the employment relationship therefore it qualifies as a physiological need (Mira et al, 2020). Mira et al (2020) also identifies that the safety level of Maslow's structure of needs can be related to job security this can be in the form of a contract of employment.

Kehoe (2008) identified a core set of factors that job satisfaction levels can be based on. The factors are as follows: employees' income, working conditions, colleagues and the actual role itself will inevitably have a major influence on employee's levels of job satisfaction regardless of the industry the jobs are in or the individual who is working in the role. Beckers et al (2008) illustrate that overtime is linked to an employee's income and job role and as a result will qualify as factor that will affect job satisfaction levels.

In comparison Kaur (2013) signalled a concern with using this model to evaluate employees' levels of job satisfaction. It was argued that every employees job has a unique set of features that may not relate directly to Maslow's needs structure when assessing levels of job satisfaction.

Anthun and Instrand (2016) demonstrate the negative affect that overtime hours can have on employees' levels of organisational commitment. The prevalence of these hours being worked at home is increasing which in creating a work-home conflict for individuals and subsequently decreasing levels of job satisfaction. Anthun and Instrand (2016) also identify a correlation between low levels of job satisfaction and low levels of organisational commitment.

## **2.7 Motivators**

The factors that motivated motivate employees to work overtime hours were another trend to emerge from the literature. Trejo (1991) identified the lure of the additional monetary rewards that are available for working overtime was the primary motivating factor. While acknowledging that the additional compensation plays a major role in convincing employees to extend their working day Piasna (2018) illustrated that the needs of the organisation will always contribute to any decision made regarding overtime. Gaille et al (2017) reinforced this point by showing employees who find their work stimulating rather than mundane will have more focus on the organisational goals of the business than their financial needs.

Masibigiri and Nienaber (2011) illustrated that some employees will view the opportunity to work overtime as an opportunity. It is argued that employees that place a high value on career development will use overtime as a facility to continue to grow their skillset in their chosen field. Kozak and Krajcsak (2018) argued that this approach will lead to increased levels of burnout and would hinder the development of an employee's career.

## **2.8. Organisational commitment and Overtime**

Upon review of the literature in relation to both generations one of the emerging themes that affects individuals working additional hours is their organisational commitment. Bray and Williams (2017) define organisational commitment as an employee's level of allegiance to contribute to the organisational needs of the company. Alternatively, it is also defined as a multidimensional work attitude that can have a major effect on the employee by Schidmt and Dietsal (2012).

Bray and Williams (2017) illustrated that organisational commitment can be broken down into three, components. The components are as follows: affective commitment, continuance commitment, and normative commitment. Jones (2015) identified that affective commitment signifies an emotional connection to the organisation and effects performance attendance along with retention levels. As demonstrated by the research carried out by Jones (2015), levels of affective commitment were observed to be significantly higher in Generation X workers in comparison to millennial employees.

Normative commitment illustrates how employees' values and beliefs interlink with the mission and goals of the organisation they work for (Masibigiri and Nienber 2011). This form

of commitment gives an insight into an employee's aspirations for their career growth and development. Continuance commitment relates to the degree that employees understand the implications of them not having their job (Kozak and Krajcsak,2018). These implications include the potential income deficit along with the loss of benefits associated with their employment. These benefits may include family insurance plans. This theme was not considered as a research question given its complex nature. The complex nature of this theme would have present great difficulty for the author in terms of measurement.

# **Chapter three: Research Methodology**

### 3.1 Introduction

This dissertation attempts to explore if there are comparisons to be seen between Generation X employees and Millennial employees in relation to how they view overtime hours. The author has conducted secondary research in the form of a literature review surrounding the theories related to overtime. The author will also conduct primary quantitative research to examine the topic in more detail and ultimately answer the research question.

### 3.2 Research Problem

As highlighted in the review above, the distinction between Generation X workers and Millennials can be made on many levels. Moreover, the issue of overtime was shown to have significant implications for both the individual and the organisation. From examining the literature available the title of this study was identified as: **A. A Comparative Study Between Generation X and Millennial employees on the working of Overtime Hours**

The literature also identified subsequent questions that will provide a foundation for comparisons to be made between the two generations of employees.

### 3.3 Research Questions

#### Question 1

*Are the Overtime hours worked by choice or by obligation?*

This question will assess whether the overtime hours worked by employees are done on a voluntary basis or an involuntary basis. The question will allow the researcher to assess if there is a trend in this area for the additional hours Generation X workers work and analyse if this dynamic has changed for Millennial employees.

#### Question 2

*Do employees have a preference with how they are compensated for working overtime hours?*

This question is designed to investigate if there is any comparison between the two generations regarding their preference for financial or non-financial compensation for working overtime.

#### Question 3

*What impact does overtime have on employees' levels of job satisfaction?*

Is there a positive or negative correlation between job satisfaction and overtime or do employees accept overtime is part of their employment and their levels of job satisfaction remain unaffected?

#### **Question 4**

*If given the choice to work overtime what would be the primary motivating factor for an employee?*

This question is designed to assess if employees focus on their personal needs or the needs of the organisation and management when considering whether to work overtime or not.

#### **Question 5**

*What outcomes of working overtime cause employees the most concern?*

This question will assess the main concerns employees have when working overtime hours.

### **3.4 Research Approach**

In order to establish the most effective method of collecting and analysing data it is important to compare qualitative and quantitative approaches in relation to the overall aim of the investigation.

#### **3.4.1 Qualitative methodology**

As identified by Polit and Beck, (2006) qualitative methods focus on the use of words as a means of evaluating any information gathered during the research process. The inductive approach of using the lived experiences of participants to discover detailed perspectives about aspects of their life requires heavy researcher involvement (Polit and Beck,2006). Furthermore, Polit and Beck (2006) illustrate the adopting a qualitative methodology will lead to an emergent research design that is suited to smaller scaled studies. The use of interviews and focus groups are forms of data collection associated with the qualitative methodology.

#### **3.4.2 Interviews**

The use of interviews was considered, however the time needed to carry them out and analyse the findings from the interview process was flagged as a potential issue. As the intention is to compare two generations of workers the sample size needed would make it extremely difficult to conduct the research in an efficient manner. The potential for complex answers to the



interview questions may bring difficulties in analysing the data in a suitable manner. Consequently, creating a suitable structure for analysing these answers in conjunction with the aims of the study would prove to be extremely difficult.

### **3.4.3 Focus groups**

Focus groups were also considering as a method of gathering data for this investigation. The potential for individuals to withhold certain aspects of their experiences and opinions while surrounded by other participants was a major concern. Consequently, the quality of information that may be given may not be of the required standard and could potentially harm the credibility of the investigation. Although the use of focus groups would prove to be less time consuming, the possibility of the conversations being diverted into in depth discussions about variables not aligned to the research objectives would be a major concern.

### **3.4.5 Quantitative methodology**

In contrast quantitative methods place an emphasis on using numbers as the main element of evaluating any information gathered. As illustrated by Saunders (2009) these methods will focus on providing an analysis on data rather than a description of experience as seen with qualitative methods. In addition, quantitative methods ensure that a specific focus can be placed on large scale studies. Consequently, the researcher can make use of a predetermined structure for analysing the information gathered. Quantitative methodologies are associated with examining the results of surveys.

### **3.4.6 Surveys**

One of the main advantages of the use of surveys is the ability to compare results between two or more sets of participants. For the purpose of this investigation a clear comparison between employees from the Generation X and Millennials groups will need to be made. It was also noted that the distribution of surveys will allow for a larger sample to participate in the investigation. The relative ease of administrating surveys was also taking into account when assessing how to achieve the most accurate findings in an efficient and effective manner. For the purpose of this study, the use of a multiple-choice survey has been identified as the appropriate method of achieving the most accurate results for the identified research question.

### **3.5 Research design**

With due consideration given to the timeframe, rationale and main aim of this study, a quantitative design for this study has been chosen. This choice has been directed by the need for a comparison to be drawn between two different generations of employees. Furthermore, the need for the researcher to have a predetermined rationale for analysing the data collected was identified as an important factor for this comparative research question. The issue of maintaining the accuracy and quality of the study was also considered. The need for a larger sample of participants to take part in the study was highlighted and by using a quantitative methodology this would become significantly more viable. The process of designing the quantitative survey for this investigation was initiated by identifying that the research was based on a comparative question.

### **3.6 Research philosophy**

The foundations of this research investigation were based on an epistemological approach to the demographics of workers in our society. Bellmann (2018) illustrates that this approach is based on perspectives that are based on the knowledge we have about areas of interest. This knowledge can then be used as a basis to evolve our understanding about further issues relating to this information. It is clear that Generation X and Millennial employees take up a large quantity of the jobs in our society with the issue of multigenerational workforces becoming more prevalent. This information created the foundation for exploring the concept of overtime in relation to these groups of workers.

### **3.7 Data collection**

Although it is possible for surveys to be distributed in a variety of different ways, the use of online platforms was identified as being the most efficient method for this study. The ability to distribute the survey to an unlimited amount of people through using mobile phones, emails and social media tools will cause little to no inconvenience to anybody who chooses to participate. Furthermore, participants can take part in the survey in a location of their choice as a result of distributing the survey through online platforms.

Google forms is an online tool that facilitates the design and distribution of surveys for research purposes. The first step in designing the survey revolves around constructing the correct template for the purpose of the study being carried out. The tool offers a variety of options to the researcher including templates that are industry specific. Furthermore, there is a variety of

structures available regarding the structure used for asking questions. These options range from simplistic true and false structures to more complex ranking and listing compositions.

This online platform also offers an efficient method of collecting the responses to the survey. The option of offering anonymity to the respondents taking part in the study is available and will encourage more people to complete the survey. Consequently, the responses to the survey will contain purely the primary data that was gathered.

This method also facilitates multiple options with regards to the distribution of the survey. Distribution channels that are made available include web links, emails and most importantly social media platforms such as Facebook twitter and Whats App. These facilities are a major advantage for studies that require a high number of respondents.

The study will be directed at collecting new data rather than giving an analysis on pre-existing data. By focusing on the collection of primary data it is anticipated that the accuracy of the study will be increased and the validity of the study will be enhanced.

In keeping in line with the research objectives that were identified, the survey will be constructed through a multiple-choice question format. The importance of using questions that were not open ended was identified as key issue when designing the survey. By using a multiple-choice mechanism, the researcher eliminated the possibility of unknown variables hampering the accuracy of the investigation and will allow a direct comparison to be made.

### **3.8 Data analysis**

Given that quantitative data is in a raw form it has very little meaning to individuals until it is processed and analysed, Saunders, Thornhill (2009). By processing this data in the form of graphs, charts or through statistics to allows individuals to explain, examine, and demonstrate the relationships and trends within the data, Saunders et al (2009). In order to analyse the results of the survey in an efficient and reliable manner, the results will be inputted into SSPS to create a statistical breakdown of the data received from the all the participants in the survey. This software is appropriate to use in this study as it is able to analyse large amounts of data while maintaining the high level of accuracy that is needed for the study.

Once the statistics are generated the figures from the generations will be compared and contrasted against one another. The SPSS software package will allow the author to calculate statistics such as the chi squared test, Saunders (2009). By using the chi squared test of independence the variables can be analysed to see if their relationship is significant or

insignificant. If the relationship between both variables is significant it can be assumed that any difference between the answers from both generations is not by chance. Consequently, if the comparison is viewed as insignificant, this will indicate that there is no relationship between the two variables.

### **3.9 Ethical considerations**

In order to ensure that the research carried out maintains a high level of quality and integrity, a criteria was made to take into account any potential ethical considerations.

- Participants who complete the survey will be ensured that they will remain anonymous and any answers given will be treated with the upmost confidentiality.
- All participants who complete the survey will be informed that it is a voluntary activity and by no means are they obliged to take part.
- The questions contained in the survey will be asked impartially and will not raise any possibility of personal opinion or bias being implicated within the research.
- Finally, the researcher will ensure that carrying out the survey will pose no risk to any potential physical or emotional harm to any of the Participants.

### **3.10 Population and sampling**

The choice of sampling strategy is designed in order to establish a credible method of data collection that will lead to the achievement of the main aim of the study. This was done by using non probability sampling methods. For the purpose of this study the use of a quota sample has been chosen in conjunction with a convenience sample. As shown by Seita (2016) quota samples are structured in choice by selecting a certain group of individuals to take part in the study. A quota sample can be drawn from a previously identified convenience sample that contains people who are easily accessed by the researcher (Ochoa and Porcar,2018).

The use of a quota sample in this study is seen with the distinction of Generation X and Millennial employees. The identified groups of workers will be drawn from a sample of individuals that are easily accessible to the researcher. The use of the identified samples will allow study to be conducted in an efficient manner and to be less time consuming. The strategy identified a criteria for individuals that could be included in the sample of participants and also identified a category of workers who would be unable to take part in the survey.

### **3.10.1 Inclusion criteria**

The main objective for creating a sample for this investigation was identifying Generation X and Millennial employees who have worked overtime throughout their employment. Both full time and part time employees will be included in the sample. Although the study was targeted at the two generation groups, there was no restriction on participants completing the survey who were perceived to be from other generations. This decision was taken to investigate if there were any relevant trends that may warrant further research in the future.

### **3.10.2 Exclusion criteria**

In order to preserve the quality of the research investigation, it was decided that self-employed individuals would not be considered as part of the sample. This is based on eliminating potential bias in answering the questions as a result of the personal needs and expectations of the individual. Participants who were aged 18 and under were also excluded and not permitted to complete the survey.

## **Chapter four: Findings and analysis**

#### 4.1 Introduction

This chapter will examine the results of the multiple-choice survey undertaken to examine potential comparisons between Generation X employees and Millennial employees in relation to overtime hours. All participants who took part in the survey will remain anonymous when analysing the results. Participants were asked to answer eight multiple-choice questions that allowed a demographic description to be made of the sample, before analysing their personal experiences with working overtime in their employment.

The answers to these questions will illustrate any potential comparisons between Generation X employees and Millennial employees. The Chi Squared test will be used to examine if any differences between the generations are statistically significant or if the differences statistically insignificant. This will be determined by the asymptotic significance between the variables that are being compared. For the purpose of this investigation if the asymptotic significance figure was below 0.05 the comparison between the generations was deemed to be significant. If the asymptotic significance figure was above 0.05 the comparison was deemed insignificant. Any potential differences will then be analysed against the literature that has previously been reviewed.

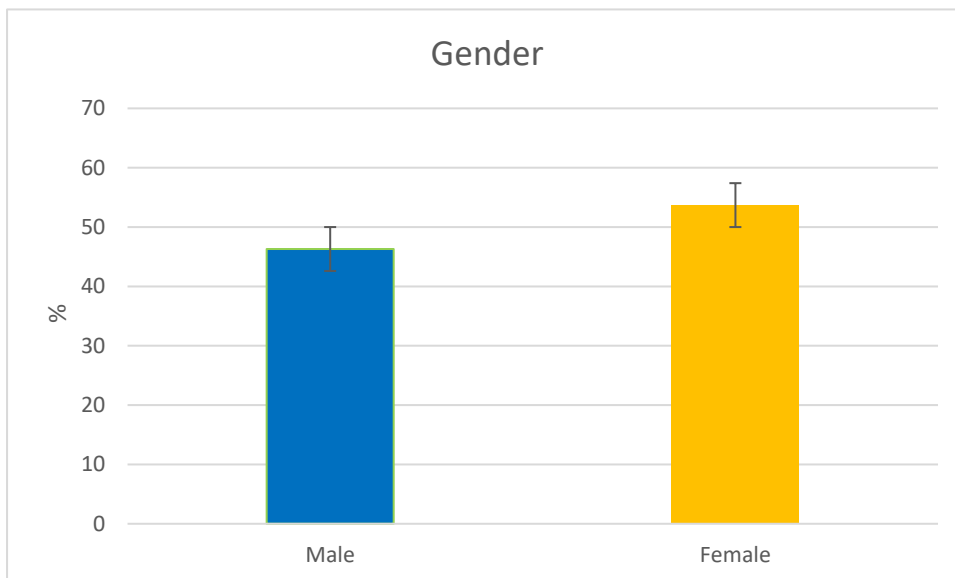


Figure 4.1. Gender of participants

In total 220 participants completed the online survey that required any potential participant to have completed overtime in their employment. Of the 220 participants 53.7% were female and 46.3% were male.

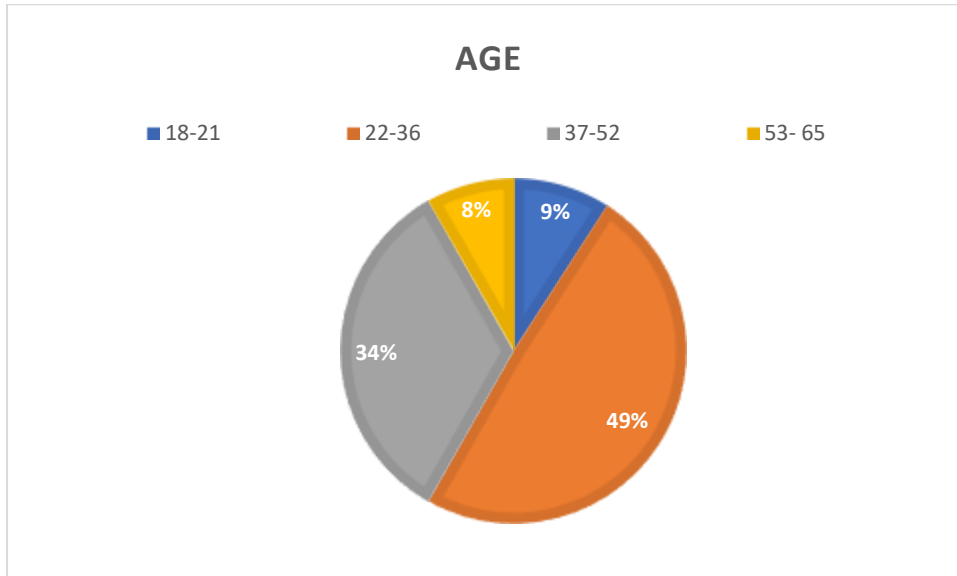
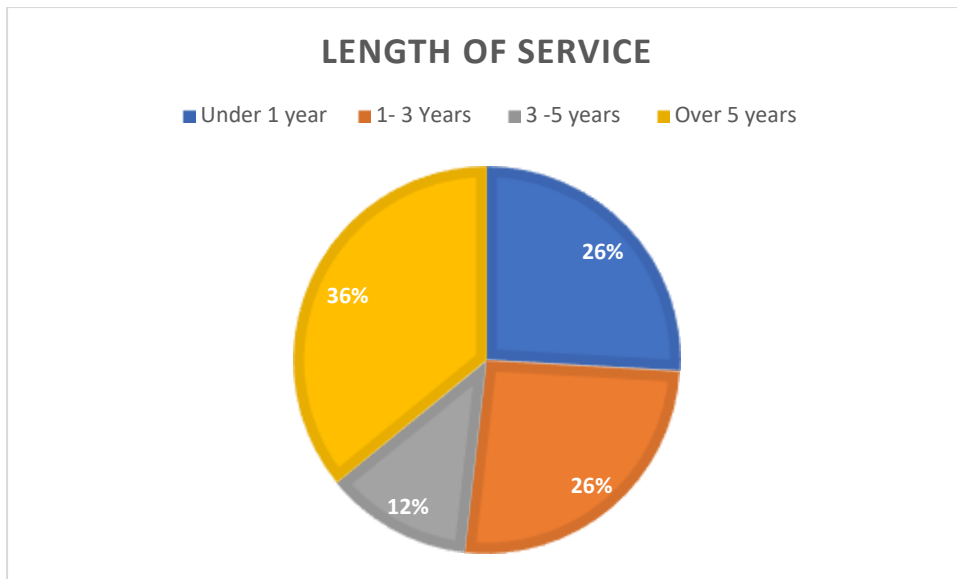


Figure 4.2. Age of Participants

The survey divided all participants into four age categories, 18 to 21, 22- 36, 37-52, and 53- 65 with an emphasis placed on the results of the two categories that were relevant to the aim of the study. As shown in the diagram below 49% of the participants in the survey were millennials while 34% of the participants were Generation x workers. The remaining portion of the sample was divided between 9% of 18 to 21-year olds and 8% of 53-65-year olds.





*Figure 4.3. Length of Service*

In order to obtain a detailed a more detailed description of the sample, participants were also asked to identify how long they have been in their current employment for. There were four options available to participants to select from. These options ranged from less than 1 year to more than 5 years. The most common length of service from the sample who completed the survey was over 5 years with 36% of the participants selecting this option. 26 % of participants stated that they were only in their current job for less than 1 year. A further 26 % identified that they have been in their current employment for 1-3 years and the final 12 % of participants signalled they are in their current job for 3-5 years.

#### **4.2 Category 1: Choice and Obligation**

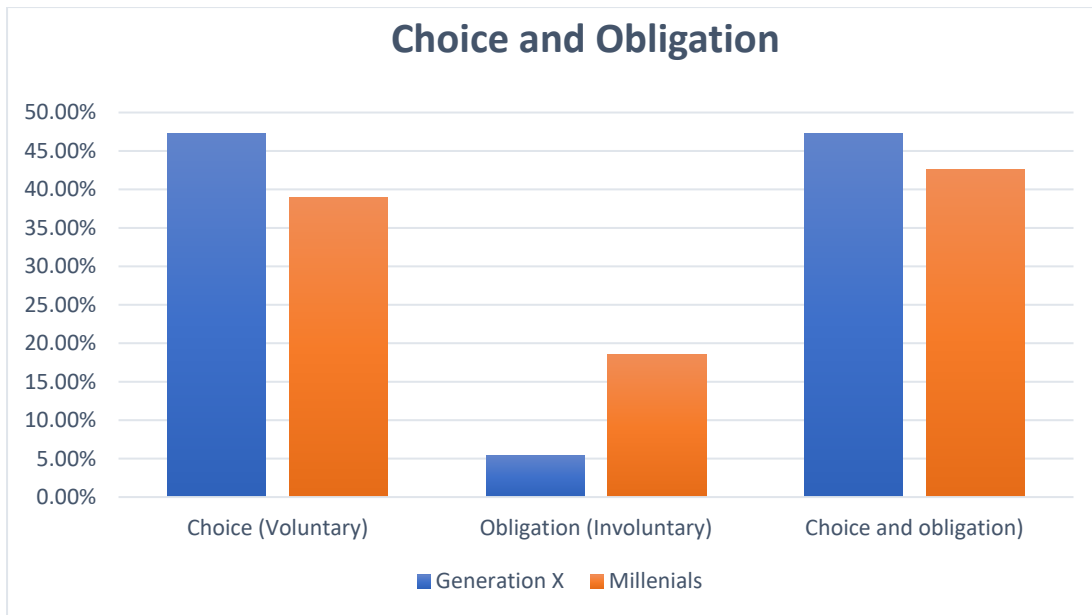


Figure 4.4. Choice versus obligation of overtime

#### 4.2.1 Results

Participants were then asked to state whether the overtime they worked was by choice, obligation or a combination of both. The sample of Millennials in the survey declared that 38.9% of them worked Overtime by choice, 18.52 % worked overtime as they were obligated to do so and 42.6% worked the additional hours by choice and obligation. In contrast the results for the Generation X participants showed that 47.3% worked overtime hours by choice and only 5.41% were obligated to work the extra hours. Additionally, 47.3% of the generation x participants stated that they worked overtime by choice and obligation.

#### 4.2.2 Key observation

The most notable result from this question was the substantial difference between both generations in relation to being obligated to work overtime. The higher percentage of Millennials were compared to the percentage of Generation X participants who chose the same answer by using the Chi-squared Test. The test found the difference to be statistically significant as shown below.

A higher percentage of the millennial participants responded that working overtime was an obligation (18.52%) compared with generation x participants (5.41%). This difference was found to be statistically significant,  $X^2(2) = 6.7, p = 0.4$

### **4.2.3 Analysis**

That results illustrate that the majority of employees that took part in the survey have been offered to work overtime hours by choice at stages of their employment. The results show that a large number of participants in the sample have worked overtime by choice. Subsequently these results coincide with the views of Nanan and Saribut (2019) who identified the levels of organisational commitment will improve when managers communicate the working of overtime as an option rather than a requirement.

In spite of this there is a clear comparison to be made between the generations groups in terms of being obligated to work overtime in their employment. Fagan (2012) illustrates that Millennial workers are more likely to be working in occupations that are low-paid in relation to Generation X workers. This is a factor that must be considered when analysing the limitations of this particular result. Organisations are less likely to obligate employees to work overtime hours when there are greater financial and non-financial costs to the business (Fagan, 2012).

The evidence from the findings of the survey could potentially reinforce the argument made by Fagan (2012). With the percentage of Generation X participants who work overtime by choice being significantly higher, the monetary reward for the additional work appears to be a contributing factor for both parties in the employment relationship. As identified by Lobo et al (2012) Generation X employees will look on the possibility of earning more money as a benefit while employers and managers will be worried about their net margins.

### **4.3 Category 2: Compensation Preference**

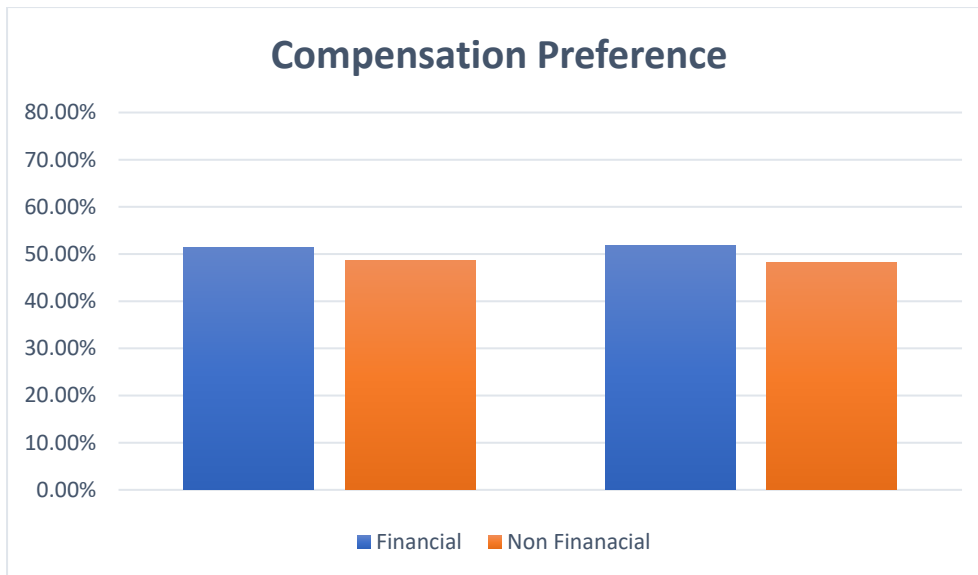


Figure 4.5. Financial versus non-financial compensation

#### 4.3.1 Results

The survey analysed whether both generations of workers favoured financial compensation for overtime (additional money, bonuses) or non-financial compensation (additional leave, time in lieu). Upon reviewing the results of the survey there was only minimal differences to be seen in the preferences for each generation. 51.4 % of participants from Generation X favoured financial compensation over non-financial methods with 51.9% of Millennials concurring with favouring the financial methods. Conversely 48.6% of Generation X participants identified that they preferred to be compensated through Non-financial compensation methods in comparison to 48.1% of Millennials

#### 4.3.2 Key observation

From using the chi squared test the comparison between the generations in relation to compensation preferences for overtime was found to be insignificant as shown by the statement below.

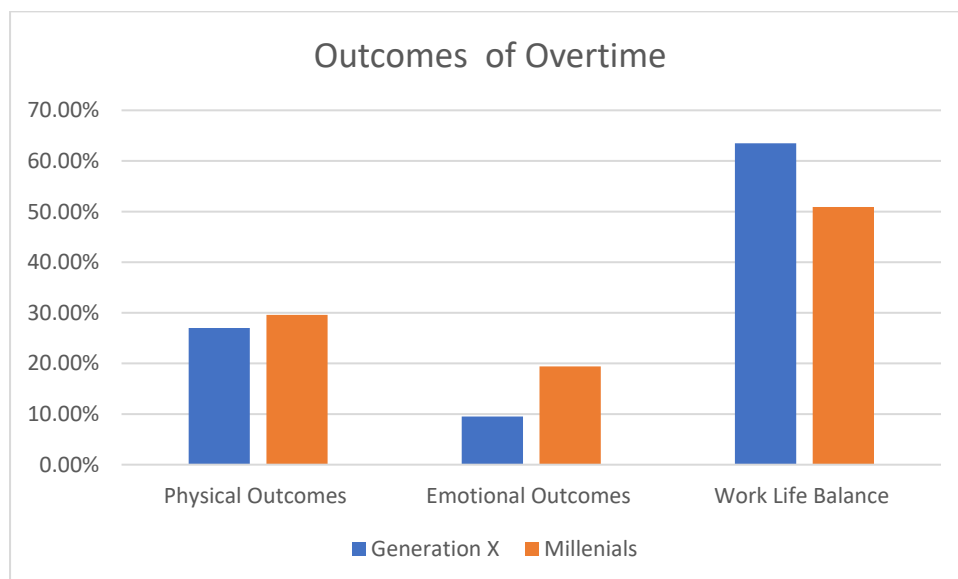
A slightly higher percentage of the millennial participants responded that the financial compensation methods for working overtime were favoured (51.9%) compared with generation x participants (51.4%). This difference was not found to be statistically significant,  $X^2(1) = .004$ ,  $p = .95$ .

### 4.3.3 Analysis

Trapero (2017) previously identified that the means by how employees will prefer to be compensated will be subjective to the individual involved and their personal circumstances. It was also illustrated that the industry the overtime is worked in will have a bearing on how employees will prefer to be compensated. Granted that the result of the Chi squared test found the figures in this comparison to be insignificant as a comparison, there is scope to potentially investigate the area of compensation for overtime further in the future.

Bhutto (2015) signalled that Millennial workers were beginning to place an increased emphasis on the non-financial rewards available to them. Furthermore, it was suggested by Bhutto (2015) that Generation X employees will prefer that financial compensation methods for working overtime in order to support themselves and their families. The survey results could not reinforce this opinion and suggested that all participants in the sample had no overall preference between either method of compensation for the overtime they work.

### 4.4 Category 3: Overtime



*Figure 4.6. Outcomes of Overtime*

#### **4.4.1 Results**

All Participants were then asked to express their opinion on which outcomes of overtime concerned them the most. Participants had to choose between physical outcomes, emotional outcomes and their work life balance. 29.6 % of Millennials identified that the physical outcomes would concern them the most. 19.4 % identified the emotional outcomes as causing the most concern. In spite of this the majority of the Millennials who completed the survey identified an impact on their work life balance as the most concerning outcome with 50.9 % of them selecting this option.

In comparison 27% of Generation X participants selected the physical outcomes as the most concerning, 9.5 % selected the emotional outcomes and similarly to the Millennial sample an overwhelming majority of 63.5% expressed that the outcome they were most concerned about is the potential negative effect overtime could have on their work life balance.

#### **4.4.2 Key observation**

The most notable statistic that arose from the survey in relation to the outcomes of overtime was the high percentages of both generations that selected maintaining their work life balance as their main concern. In spite of this the comparison between the two generations proved to be insignificant as seen shown below.

A lower percentage of the millennial participants responded that working maintaining their work life balance was the most concerning outcome of overtime (50.9%) compared with generation x participants (63.5%). This difference was not found to be statistically significant,  $\chi^2(2) = 4.2, p = .12$

#### **4.4.3 Analysis**

While the Chi squared test illustrated that there was no significance outside of this particular sample to be drawn from the comparisons between both generations, there was a notable distinction to be seen in the when assessing the most concerning outcome.

The potential physical and emotional outcomes were shown to be of little concern to the sample of participants. This result came does not reflect the view of Vyas and Gupta (2015) who as mentioned previously indicated that Generation X were concerned about the potential physical and emotional implications of working additional hours.

#### 4.5 Category 4: Job Satisfaction

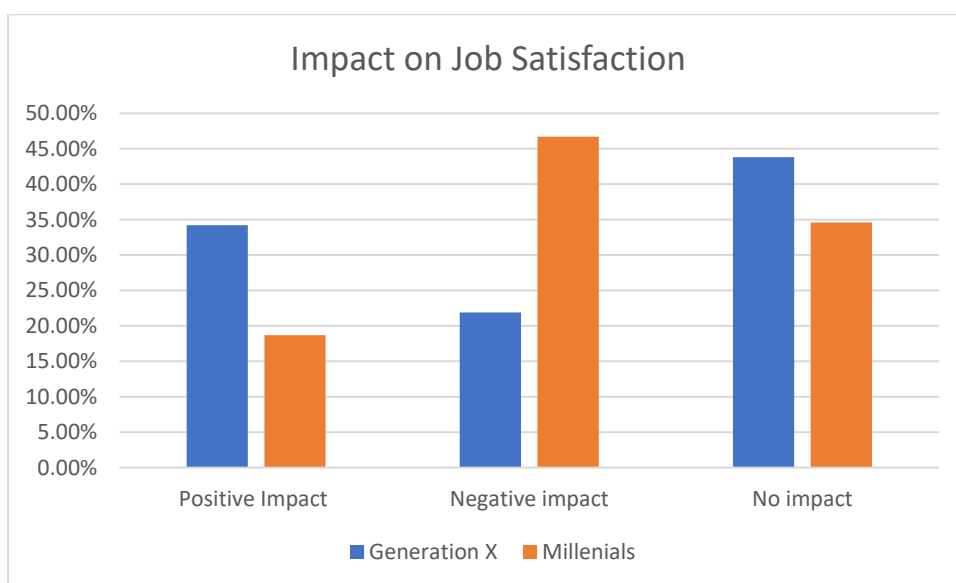


Figure 4.7. Impact of overtime on job satisfaction

##### 4.5.1 Results

The impact that overtime had on employee's levels of job satisfaction was then analysed with participants giving three options to answer from, positive impact, negative impact and no impact on job satisfaction levels. The results showed that 43.8% of participants from Generation X didn't believe that overtime impacted their levels of job satisfaction at all. In addition to this 34.2 % said that overtime had a positive impact on their job satisfaction levels with only 21.9% suggesting the impact was negative.

Conversely the results suggested that overtime negatively affected Millennials levels of job satisfaction with 46.7% of them selecting that option. There was a significant decrease in the number of Millennials who considered overtime to have a positive effect on job satisfaction

levels as only 18.7% of contributors chose that option. A sizeable number of millennial participants decided that there was no effect to be seen as 34.6% chose the no impact option.

#### **4.5.2 Key observation**

From observing the results of the survey, it was evident that the main statistic to be drawn from the figures was the large number of Millennial participants who indicated that working overtime had a negative effect on their job satisfaction levels. As shown below by the Chi Squared test the comparison seen between both generations in relation to overtime having a negative effect on job satisfaction was deemed to be significant.

A higher percentage of the Millennial participants responded that working overtime had a negative impact on their levels of job satisfaction (46.7%) compared with generation x participants (21.9%). This difference was found to be statistically significant,  $X^2(2) = 12.5$ ,  $p = 0.02$

#### **4.5.3 Analysis**

As the comparison is deemed significant, it is fair to assume that the figures have some correlation to the views of the wider population. Furthermore, the results support the information supplied by Beckers et al (2008), who identified that Millennial employees' levels of job satisfaction will fall as a result of being in the work environment for an extended period of time. Consequently, the trend identified by Trapero (2017) stating that Millennial workers will change jobs frequently will continue if working overtime becomes a regular occurrence.

The results from the survey also illustrate that Generation X employees have a degree of acceptance to the fact that overtime is part of their employment. It is shown that Generation X employees do not see overtime as a factor that affects their job satisfaction levels in a negative manner. As this information is processed with the previously identified levels of Generation X employees working overtime by choice, there is a foundation to the argument against Lobo (2012) who identified that Generation X employees are seeking a healthier work life balance. Consequently, managers will feel contrasting pressures from the multi-generational workforce as the Chi Squared test has shown overtime decreases their job satisfaction levels.



## 4.6 Category 5 Motivations to work overtime

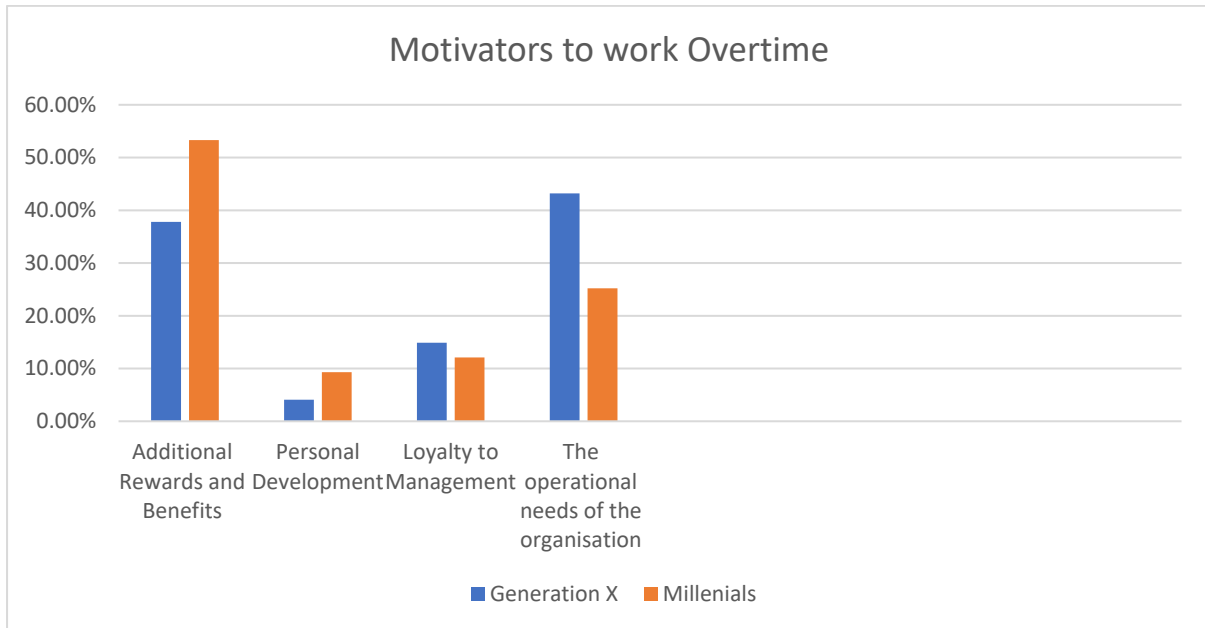


Figure 4.8. Motivators to work overtime

### 4.6.1 Results

Participants were asked to identify the key motivator that would contribute to them working overtime hours if given the choice. As shown in the table above four options were giving to the participants to select from. These options were additional rewards and benefits, personal development, loyalty to management and the operational needs of the organisation. 37.8 % of Generation X employees sighted additional rewards and benefits as the primary motivating factor on the other hand when assessing the needs of the organisation as the primary factor 43.2% of Generation X workers selected that option. Generation X participants did not view personal development and loyalty to management as the main motivators with only 7.2% and 13.3% choosing these options respectively.

In comparison 53.3 % of Millennials sighted additional rewards and benefits as the primary motivating factor while 25.2 % of Millennials selected the needs of the organisation as the primary factor. Only 9.3% of millennials identified personal development as the main motivator while 12.1% of Millennial participants recognised their loyalty to management as a motivator to work overtime hours.

### **4.6.2 Key observation**

The main observation to be seen in the results of this research question was the significant difference between the number of participants who selected the needs of the organisation as a motivator to work overtime. As shown below the Chi Square test proved that this difference was not by chance and indicated this may be a generic view in society.

A lower percentage of the millennial participants responded that the organisational needs of the organisation were the main motivator for working overtime (25.2%) compared with Generation X participants (43.2%). This difference was found to be statistically significant,  $\chi^2(3) = 8.5, p = .036$

### **4.6.3 Analysis**

The results from the survey suggest that personal development and loyalty to management were not the most important considerations to any employees. This was evident as only 20.2% of the whole sample of participants considered these two choices in comparison to the 79.2% who sided with additional rewards and benefits and the operational needs of the organisation.

The figures also reinforce the views of Brown (2012) with regards to the emphasis Generation X employees place on remaining loyal to the organisation they work for. Brown (2012) stated that that Generation X employees' priority is to complete the tasks given to them regardless of how long it takes them. The significance of the comparison reinforces the comparison in the values of both generations originally made by Trapero (2017). Moreover, with the results of this research question supporting the contrast in values between the work groups, the implications for managers will see them attempting to manage the preferences of the multi-generational workforce for the foreseeable future.

## **Chapter 5: Conclusion and recommendations**

## **5.1 Discussion**

The aim of this study was to investigate potential differences between Generation X workers and Millennial workers in relation to overtime hours. Comparisons were made by using aspects of overtime work that were relevant to all candidates regardless of what generation group they are perceived to belong to. This chapter will identify the main findings from the results of the survey and discuss how significant or insignificant they may be. This chapter will also discuss any differences between the findings of the survey and the trends that were associated with both generational groups in the literature review. The limitations of the research will also be identified along with recommendations for areas that may be interesting for future research.

### **5.1.1 Voluntary/Involuntary Overtime**

The first research question investigated whether the participants in the sample worked their overtime hours by choice or obligation. As previously illustrated by using the CHI Squared Test, the difference between the amount of generation X workers and millennials working overtime by obligation was viewed as a statistically significant comparison. With the results of the survey indicating that 18.52% of Millennials were working overtime by obligation in comparison to 5.41% of Generation X workers a contrast was created to previous research in this area.

As identified by De Menezes and Kelliher, (2017) employees will agree to work additional hours when there is clear communication from the employer and a mutually beneficial agreement put in place. The absence of this communication will lead employees to believe that they are not valued by the company. Lobo et al (2012) sighted the increase in flexible working arrangements and the importance of maintaining a healthy a work-life balance as two of the major trends appearing in organisations in recent years. The results from this study suggest a major contrast to previous research regarding the increase of flexible arrangements.

The overlap between working overtime and organisational commitment was a noticeable theme that was present in the literature. De Menezes and Kelliher (2017) furthered the importance of communication between employer and employee in relation to maintaining good levels of organisational commitment in the place. As the results suggest, millennial workers are being obligated to work overtime which will decrease their levels of organisational commitment in

comparison to Generation X workers. This comparison provides the foundation for increased levels of turnover within the millennial generation and supports the research that illustrates how generation x workers are more committed to their organisation.

In order to expand the contrast between the two generations in relation to the area of voluntary and involuntary overtime, further research may be required to assess whether the industries of where the Millennial generation are working is contributing to the levels of overtime worked by obligation. Bhutto (2015) highlights that the probability of millennial workers being employed on part time working contracts in their jobs is quite high as they may be completing third level courses. Consequently, the industries that these part time hours are being worked in may differ from the industries that generation X workers have established careers in and subsequently may explain the significant difference in the results.

### **5.2.1 Job satisfaction**

The results from the survey indicated a significant difference between the generations when assessing the impact that overtime had on the participants level of job satisfaction. 46.7% of the millennial sample in the sample stated that overtime negatively impacted their job satisfaction levels in comparison to 21.9 % of the Generation X Sample. Furthermore, this difference is emphasised in the results with 34.2% of Generation X employees stating overtime improved their jobs satisfaction levels in comparison to 18.7% of Millennials.

It is apparent that the insights extracted from the survey show a clear comparison on how the generations view working overtime hours. Initial research carried out by Mhatre, and Conger, (2011) showed that Generation X workers placed an emphasis on ensuring that they were retained in their jobs. Furthermore, the research also identified that Generation X workers began their careers with the values of loyalty and commitment instilled into their mindsets (Vyas and Gupta,2015).

The research supports these arguments with the majority of the Generation X sample identifying that that overtime had a positive impact or no impact at all on the levels of their job satisfaction. As identified with the Maslow hierarchy of needs model, individuals can identify their fundamental needs in relation to a job and what motivates them.

If the theory behind Maslows framework is applied to the needs of both generations in relation to their employment the results will likely suggest a clear contrast between both groups of

employees in relation to what maintains their levels of job satisfaction. The comparison seen between the impact of overtime on both generations of employees supports this concept. The safety aspect of the availability of additional hours to provide additional income will be a huge motivator for Generation X workers as it will provide them with reassurance about their employer's level of loyalty towards them.

In comparison the safety pillar of the Maslow model does not appear to be as important to the millennial workers. As identified previously by McMullin et al (2019) the modern trend is for employees to change jobs on multiple occasions throughout their careers. The results from the survey show similarities with the research conducted by as overtime hours triggers low levels of job satisfaction among millennial employees. The significant difference shown by the survey in relation to levels of job satisfaction from working overtime will also potentially bring contrasting implications for organisations.

As seen in research carried out by (Kehoe (2008) high levels of job satisfaction will lead to increased levels of productivity among the workforce and a healthy employment relationship between employer and employee. In contrast the low levels of jobs satisfaction will lead to negative financial implications and shortcomings in the efficiency of the day to day operations of organisations. These financial implications will become prevalent when low levels of job satisfaction lead to increased levels of turnover. The direct costs of recruitment and training the replacements for the dissatisfied millennial workers and the indirect costs of the reductions in productivity and efficiency of the day to day operations will be felt managers and stakeholders.

### **5.3.1 Involuntary overtime and job dissatisfaction**

After analysing the levels of involuntary overtime among the two generations of workers and the impact of overtime on levels of job satisfaction, there was a noticeable trend to be seen among the Millennial participants. The number of Millennial employees who identified that they were obligated to work Overtime and the number of Millennial employees who identified that overtime negatively impacted their levels of job satisfaction were similar.

Although their relationship was not directly analysed in the survey, the possibility of a positive correlation between both variables can be explored. As mentioned by Bray and Williams

(2017) the importance of efficient methods of communication is a major factor in maintaining levels of organisational commitment amongst the workforce. As anticipated levels of organisation commitment will be hindered when managers obligate their employees to carry out tasks rather than communicating with them in a more favourable manner.

Employees levels of organisational commitment have been shown to have a correlation with levels of job satisfaction. Bray and Williams (2017) emphasised that if employees are not committed to the organisation, they are working for they will inevitably have lower levels of job satisfaction. On initial inspection there appears to be the basis for future investigation into the relationship between these two variables. This would allow researchers to assess implications for managers who work in an industry where overtime is prevalent and where the workforce contains a large number of Millennial employees.

#### **5.4.1 Compensation preferences**

The results of the survey suggested some interesting similarities between both generations in relation the working of overtime hours. The results from the survey suggested that the comparison between the two generations in relation to their compensation preferences for working overtime hours was statistically insignificant.

Previous research by Hamilton (2019) suggested that Generation X workers would be inclined to strongly favour the financial benefits to working overtime due to their heightened financial responsibilities in comparison to the younger generation. Trapero et al (2017) also identified that Millennials within the workplace were shifting their focus away from money as a motivating factor in remuneration packages and placing more emphasis on non-financials benefits. The results of the survey did not reinforce these suggestions with both generations displaying similar results for both financial and non-financial compensation methods. Subsequently it can be concluded from using the Chi Squared test that the results reflect solely on the sample of participants rather than the wider population.

In spite of this it is important to digest that how employees would prefer to be compensated will be subjective to the individual in question and their preferences. Whitaker (2010) reinforces this argument by identifying the prevalence of flexible benefit packages being implemented within organisations which allows employees to select what rewards tailor their needs. Subsequently it can be concluded from using the Chi Squared test that the results reflect solely on the sample of participants rather than the wider population.

## **5.5. Work life balance**

The importance of creating a healthy work life balance was reinforced by the results of the survey. The results suggested that the physical and emotional outcomes that come with working overtime were of little concern to both generations in comparison to the potential impacts to their work life balance. 50.9 % of Millennials and 63.5% of Generation X workers identified a healthy balance between work and home as the main outcome that concerns them. The results from the Chi Squared test showed that this comparison was deemed insignificant. In the literature that was previously examined there was an acknowledgement that the concerns over maintaining a healthy work life balance were not solely an issue for the Millennial generation.

One of the contributing factors to the growing awareness of a healthy work life balance has been the improvements in technology. Employees are more aware of the potential negative effects of having an unequal work life balance due to increased amount of advertising and marketing of issues such as mental health.

### **5.6.1 Look into future**

With potential similarities to be seen in how both generations would prefer to be compensated and, in the outcomes, they are concerned with it is appropriate to discuss whether these aspects of the study could be linked together in future research. The Chi squared test identified that the generational comparisons between financial and non-financial compensation for overtime were not significant, however these results may be significant in a different way. Kar et al (2019) illustrated that an increased focus on maintaining a healthy work life balance has influenced organisations thinking when compiling compensation packages for workers. This raises the possibility of future research into the relationship between these two variables.

### **5.7.1 Needs of the organisation**

The significance of comparison of what motivates both generations to work overtime hours cannot be ignored. As previously mentioned, the importance of the comparison is seen to align with the existing academic literature. This suggests that Generation X workers will have a greater attachment to their employers as oppose to Millennials. Subsequently the potential implications that will come with employees who are not motivated by the needs of the business they are working for must be discussed.

As identified by Clements-Croome (2006) the importance of creating a positive working environment for employees to work in is imperative. Englund & Graham (2019) further this suggestion by stating that a positive working environment provides the foundation for



performance and productivity levels to maintained at the required level for the organisation to strive. Although businesses will endeavour to create a positive atmosphere within the organisation by facilitating any reasonable needs of their workforce, the relationships between employees on an operational level will also act as a key pillar in moulding a positive working environment Englund & Graham (2019).

The survey highlighted a clear contrast in motivators to work overtime between generations. The practical implications of this comparison suggest that workers from both generations will be completing similar tasks, under similar conditions and in some cases for similar monetary reward, however their purpose for working the additional hours will be dissimilar.

Given that there is the potential for the levels of productivity and performance of the employees to differ based on different incentives. This presents an implication that organisations need to be wary of. De Dreu & Gelfand (2008) identify that one of the main sources of conflict within a workplace can be attributed to a contrast in values between two groups of people. Furthermore, contrasting values within a workplace may often be due to a generational gap within the workforce Kelly et al (2016). The potential prevalence of these issues occurring in organisations must be considered as fractured relationships between employees at an operational level will not only damage the overall working environment but present further challenges.

These challenges will arise from the potential outcomes of any conflict that occurs within the workplace. The potential of a lose lose situation surfacing from conflict will hinder both parties in the employment relationship. Rahim & Bonoma (1979) defines the lose lose outcome of as a dysfunctional outcome of conflict that ends up hindering both individuals/ groups that are involved in a disagreement. For the employer, the potential for productivity and performance levels to drop would be a very concerning outcome. A rise in the levels of stress and anxiety in employees as a result of any conflict will also be detrimental to individuals. These potential implications demonstrate that firstly employees are motivated to work overtime which on initial inspection may be viewed as a positive. In spite of this organisations with multi-generational workforces must be wary of why they are motivated to work these additional hours to maintain a positive working environment.

## **5.8 Future investigation**

After analysing and discussing the results of the study it is apparent that there is scope for further research to be conducted within this topic. The research suggests that there may be a

direct correlation between involuntary overtime hours and low levels of job satisfaction within the millennial workforce. Although this correlation may seem apparent when looking at the results, this study did not investigate or facilitate a direct connection between the two variables. There has been significant research conducted to investigate the correlation between involuntary overtime and job satisfaction, however there appears to be a gap in the research when applying this correlation to the millennial workforce.

## **5.9 Limitations**

Saunders et al (2009) believes that all research has limitations. When conducting primary quantitative research as part of this thesis there were several limitations. The limitations were as follows time, and resources. Time acted as a limitation given the fact that the research had to be conducted over a short period of time as to align with the deadline of the thesis. Therefore, the research is simply be said to be a snapshot in time surrounding employees' motives to work overtime. Given the limited resources available to the author for conducting the primary research there were approximately 200 participants in the study. This presented a potential threat to the quality of the data collected

## **5.10 Overall Conclusion /Recommendations**

This investigation compared Generation X and Millennial workers on how they viewed overtime hours within the workplace. Five areas of research were identified by exploring a variety of different literature sources. Although there were no significant comparisons to be seen between generations for compensation preferences or the most concerning outcomes, the author noted the large percentage of the sample that identified the importance of a healthy work life balance.

The study found statistically significant comparisons between the two generations groups in three of these areas as shown seen in the findings. A correlation between the levels of involuntary overtime and the negative effect on levels job satisfaction was seen in the results

of the millennial participants and emphasised that this their generation of workers valued their personal needs over the organisations in relation to Overtime hours.

On the other hand, when comparing both groups of workers it became apparent that Generation X workers had stronger allegiances to their organisations than Millennial workers in relation to overtime hours. Results indicated that this generation of workers were more likely to choose to work overtime hours. The survey also illustrated the needs of the organisation motivated Generation X employees to work additional hours. In comparison to the Millennial generation these results emphasised that when it came to working overtime hours Generation X employees valued the organisations needs over their own.

The first of the recommendations that I would like to put forward is to look at creating scheduled overtime within organisations. I believe it would provide a middle ground for the needs of the organisation and the needs of the individual if implemented correctly. Scheduling overtime will improve communication between managers and employees while also reducing the levels of involuntary overtime and consequently improving job satisfaction levels

The second recommendation although not proven to statistically significant is based on how employees should be compensated for the overtime that they work. I recommend that organisations consider the implementation of a flexible benefit scheme that will allow employees to choose how they would like to be compensated for working overtime hours. This recommendation will act as a reward for the afore mentioned generation X workers who put the needs of the organisation and choose to work overtime hours.

The final recommendation is for organisations to assess how they can accommodate flexible working patterns for employees. The research suggests that both generations of employees are placing an increased amount of emphasis on maintain a healthy work life balance. The introduction of more flexible working arrangements will allow this to happen while also increasing the awareness of the importance of mental health within the organisation.

## **CIPD Requirements for MAHRM Dissertation Students**

## **Recommendations**

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## **Implication of Findings**

It is apparent that implementing the changes that are recommended will not be sustainable for all organisations. In order to implement both the scheduling of overtime and new flexible working options for employees a trial period would have to be introduced for a small portion of the workforce. This would bring little to no implications financially upon organisations during a trial period. The option of a flexible reward scheme will have implications for organisations as time and money will have to be set aside to implement the process correctly. The extent to which these financial implications will impact organisations will depend on the size of the organisation, the amount of overtime worked and the previous reward system in place.

### **5.13 Personal Reflection**

When reflecting on the process of completing the dissertation it was clear the challenge of completing it to the standard, I expected of myself was greater than I originally perceived. I believe there are some aspects of the process that I completed well, however there are some key areas of the process that I felt I could have handled better. At the beginning of the process I felt that when searching for a topic to carry out my research I was searching for something that was too unique. I realised when I took a step back that I had to find a topic that was relevant to me and I found that as I saw a family member deal with the complications of overtime hours on a regular basis.

#### **5.13.1 What worked well?**

I believe that I identified a good research topic that was relevant to the modern-day organisation and to my area of study. I also felt that the method of gathering data suited the needs of the study as a demographic description of the sample could be gathered while probing for answers to the research questions.

#### **5.13.2 What would I do differently?**

The time management aspect of completing the dissertation was very challenging. I felt like at stages throughout the process I underestimated how much time was needed to complete different aspects of the dissertation. I would also have taken more time to familiarise myself with the platforms used to analyse the data from my survey as I felt like I struggled with that part of the study and spent too much time on it.

#### **5.13.3 How would future candidates conduct similar research more effectively?**

I believe there are a few steps that would help improve conducting similar research in the future. The first step would be to complete a full and detailed plan before starting the assignment and not plan in stages when completing different aspects of the dissertation. The second suggestion for making the study more effective would be to identify potential candidates to take part in the survey before sending it as the process will be more efficient. Finally I would suggest to conduct the research within a specific industry to improve the accuracy of the study and produce more focused results.

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## Appendices A

### Survey Questions

1. What age are you?
  - 18-21
  - 22-36
  - 37-52
  - 53-65
2. What is your gender?
  - Female
  - Male
  - Other
3. What industry do you work in?
  - Retail
  - Financial service industry
  - Software and IT industry
  - Export and trade industry
  - Public Service

- Construction
  - Tourism
  - Education
  - Other
4. How long have you been in your current employment for?
- Less than a year
  - 1-3 years
  - 3-5 years
  - More than 5 years
5. When you have worked overtime hours are they worked by?
- Choice (voluntary)
  - Obligation (involuntary)
  - Choice and obligation
6. What is your preference of compensation for working overtime hours?
- Financial (additional pay, bonuses)
  - Non-financial (days off, flexible working arrangements)
7. How do you perceive the impact of working overtime hours on your level of job satisfaction?
- Positive impact (increased job satisfaction)
  - Negative impact (reduced job satisfaction)
  - No impact
8. If given the choice of working overtime what is or would be the primary motivating factor for you?
- Loyalty to your management
  - Personal development
  - Additional rewards/benefits

- The operational needs of the organisation
- Other

9. What are the most concerning outcome of working overtime for you personally?

- Physical outcomes (tiredness, ill health)
- Unequal work life balance
- Emotional outcomes (stress, anxiety)

## Survey Analysis

