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Employees' Choices on Overtime Work:

Effects of Job Demand, Commitment and Replaceability on Overtime Work

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Abstract

To understand employees' choices on overtime work, this study put the focus on employees' perceptions about their jobs. Covering all industries, a representative random sample of 500 full-time employees in the Hong Kong private sectors was successfully interviewed.

According to the regression model, employees who perceived their work obligations could not be delegated to other colleagues easily would more likely work overtime. Organizational commitment was related to employees' psychological readiness to work overtime but commitment alone did not increase propensity to work overtime unless there was a need for overtime. The positive correlation between perceived job demand and overtime work was further moderated by both perceived replaceability and organizational commitment. In view of potential harm to employees' health and organizations' competitiveness, management should carefully investigate the actual job demand and uncover any misuse of overtime work.