

# A Study on the Perceptual Relationship between Overtime and Output: Case Study of Knowledge University

Yazen N. Mahmood<sup>1</sup>, Manaf B. Raewf<sup>2</sup> and Zaid S. AL- Hamadany<sup>3</sup>

<sup>1</sup>Department of Administration, Knowledge University, Erbil, Kurdistan Region, Iraq

<sup>2</sup>Department of Banking and Financial Sciences, Cihan University-Erbil, Erbil, Kurdistan Region, Iraq

<sup>3</sup>Department of Accounting, Knowledge University, Erbil, Kurdistan Region, Iraq

**Abstract**—The overtime is an extra effort to ensure that the job or duty is completed. In private universities, overtime is needed to cover all hours of the courses, and this may affect in good or bad way on lecture “depending on the number of extra hours,” This research highlights the importance of overtime and how it effects the performance of private universities. The (SPSS) program has been used to analyze the data. Thirty-four questionnaire papers were obtained out of 40 have been distributed on employees at Knowledge University. The study was found that there is a strong relationship between employees’ productivity and factors (Wages, Environment and Health, Job content, and information technology skill). Moreover, there is a weak relationship between the employees’ productivity and factors (Work Arrangement, and stress-satisfaction).

**Keywords**—Employees’ productivity, Extra hours, Overtime, Private universities, Skills.

## I. INTRODUCTION

In today’s working environments, universities and other organizations are seeking for satisfying their customers. To achieve customer satisfaction, organizations have to develop products or services quality by improving the performance of employees or staff.

However, some organizations are imposing pressure on their employees to perform more without considering the disadvantages of such pressure. In addition, competitors are looking for ways to improve their offered services quality at the same time. Therefore, employees satisfaction encourage employees to perform in a better way; thus, organizations’ objectives will be achieved.

In this study, researchers aim to find, if employees are able to perform their extra duties effectively if they work for extra hours and they are able to enhance organizations’ productivity, as well as, understanding the working environment in term of employees loyalty, customer satisfaction, and productivity.

## II. METHODOLOGY

### A. Research Problem

Some factors are playing an important role to find out the effect of overtime; therefore, the research problem

is going to be expressed in the form of the following question: How the overtime effects on employees productivity?

### B. Research Importance

1. To examine the relationship between overtime and employees productivity
2. To answer research questions’, test the hypothesis, and to give conclusions, and recommendations
3. To present a theoretical background of the overtime and employees productivity.

### C. Research Hypotheses

- H<sub>1</sub>: There is a relationship between factors and employees productivity
- H<sub>2</sub>: There is a relationship between wages and employees productivity
- H<sub>3</sub>: There is a relationship between work arrangement and employees productivity
- H<sub>4</sub>: There is a relationship between (environment and health) and employees’ productivity
- H<sub>5</sub>: There is a relationship between job content and information technology (IT) skill and employees productivity

H<sub>6</sub>: There is a relationship between (stress-satisfaction) and employees' productivity.

#### D. Research Methods

The research uses qualitative and quantitative approaches on both primary and secondary data using the (SPSS) program. The primary data were collected from questionnaires distributed on employees at Knowledge University in Erbil. The secondary data were collected from books, journals, and websites.

#### E. Research framework

Figure 1 below shows the research framework.

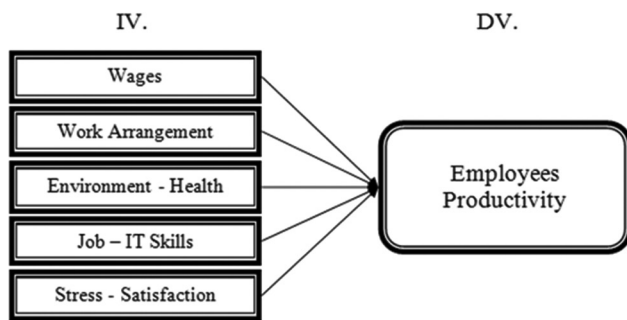


Fig. 1. Research framework.

### III. OVERVIEW

#### A. Over Time Definition

"The innate human desire to improve one's lot is strong enough to make workmen apt to overwork themselves and ruin their health and constitution in a few years" --Adam Smith, 1776, *Wealth of Nations*, Book One, Chapter VIII. Overtime can be defined as a way or method to full the needs in rush hours to respond to the requirements and to compensate fail of machine working or employees absence. Cakmak, 2018. p. 21, and Yang, 2015. p. 13 define overtime as all the time spent for working or doing activities in institution (the organization or home) out of work time installed in the contract, while CWDC, 2015. p. 1, said that it is extra time of working above employee's normal hours. According to Al-Hakim et al., (2017). Overtime is about the extra hours that should be taken into account and add it later to hours of staff work, and there are regulations for the overtime. Overtime is about the extra hours that should be taken into account and add it later to hours of staff work, and there are regulations for the overtime: First, any extra hours more the time of work or "normal hours" is called overtime. Second, all office working times and the overtime are considered as working time when the organization needed. Moreover, (State Human Resources Manual, 2011. p. 3), Thabit et al., 2016b. p. 5, stated some conditions about overtime regulations as following:

1. Any overtime working more than normal office hours must be paid as wages to the employees at salary time
2. The organization must pay the wages of the extra time for the employees as soon as possible unless the employees have a day off

3. The extra hours should be paid through 12 months (365 days) or paid with the salary
4. If an employee left his organization or changed his position or went to another place before taking his overtime wages, the organization should pay his receivable for overtime.

#### B. Overtime Policy

Having no enough staff to full the rush hours or office working hours, the organization adopts overtime style to do the activities or missions. Hence, the organization depends on some procedures, according to Corporate Policy Manual, 2011. p. 1, (Thabit et al., 2016a. p. 123) these procedures are:

1. Any overtime must be accompanied by approval from the manager who decides when and who will do it and which methods must be used
2. The manager should have the authority to determine the overtime at any time and decide the payment amount
3. The standard of employees overtime should be more than 14 h of office working in the organization
4. The overtime must not only be taken at the necessary situation, and but also not be considered as weekly activities
5. The work between the employees must be distributed if the overtime is necessary to complete activates or jobs
6. The overtime work should be executed as an order from the manager to employees and except that, any extra hours will not be accounted
7. Agreement is required from the employees when they approve to work more than normal hours specified in the contract.

There are some reasons behind working overtime by employees. Yamada, 2013. p. 106, and Thabit et al., 2016c. p. 41, mentioned that there are three points for that: First, the employee takes overtime to attract attention of organization and manger to occupy a new position better than his current one. Second, the employee takes overtime to prove himself and improve his abilities and experiences for doing work in organization. Third, the employee works overtime to obtain a high score in organization evaluation and make a good positive impression for the managers. Hence, according to above, Simeonova et al., 2017. p. 3,(Nibusinessinfo, 2018, Department of Trade and Industry, 2003, and Raewf and Thabit, 2015. p. 65 summarized some overtime advantages and disadvantages as follows:

#### Advantages

1. Money is the main reason. Thus, overtime adds high earning to the salary of employees
2. The overtime gives the employee more experience and flexibility in work, especially in rush hour at work with no need for more staff
3. Avoiding employee from looking for another job in another place and makes him more controller on his work in the organization
4. Increasing productivity and efficiency in work performance, where this makes the staff more focus in their work in the organization
5. Giving employees the flexibility to deal with different

situations and the ability to work in many places and departments in the organization

6. Increasing capacity of the employees to endure the long working hours.

#### *Disadvantages*

1. Manager or organization does not count all overtime hours without convincing reason
2. The management of organization compensates few numbers of employees with overtime wages to cover the long hours work
3. Too much overtime exhausts employee efforts and affects their health, safety, and reduces their productivity and performance, and increases the work accident in the organization
4. Too much overtime affects the private life of employees through spending long time at work (less or more 40 h in a week).

#### *C. The Effect of Overtime on the Employees' Productivity*

According to Man and Ling, 2014, and Thabit and Younus, 2015. p. 39, there are some effects influence on the employees' productivity, which are they:

##### *Wages*

It is a payment or compensation pay to the employees for their work or service (Administrative policy, 2104. p. 1). Basten, 2017, and Thabit and Mohammed, 2017. p. 41, mention that there are five types of wages:

1. Minimum wage is the minimum salary pay to employees
2. Living wage is the payment for basic cost of living
3. Prevailing wage is a contract payment between the company and government
4. Tipped wage is a payment given to the employee for his information and experiences for doing work
5. Fair wage is a salary pay to employees with adding serving years.

##### *Work arrangement*

It is a vision about the working structure and doing tasks depending on organizer's system and instructions (Georgetown University Law Center, 2010. p. 2), and including:

1. Flexibility work arrangement in the scheduling of hours worked
2. Flexibility work arrangement in the amount of hours worked
3. Flexibility work arrangement in the place of work.

#### *Job Content and ICT skills*

It is critical skills for experience in design and programming the systems (Blanco and Boo, 2010. p. 5). According to Gareis, 2014. p. 20, and Thabit and Raewf, 2017. p. 35, there are three important points as follows:

##### *ICT*

1. ICT practitioner skills: It is required to implementing the task by the employees
2. ICT user skills: It is supporting the employees in their own task

3. e-Leadership skills: It is the highest level of experience in ICT skills.

#### *Working environment and personal health*

A healthy working environment makes the organization an attractive place for employees and keeps them; also, if the organization wants to have a healthy working environment, it should provide three elements (The Government of British Columbia, 2009. p. 8), (Raewf and Thabit, 2017. p. 44):

1. Occupational health and safety are about a personal clean and safety of employees in their work
2. Health promotion: The employees should know about health and wellness through making seminars by the organization
3. Organizational health: Establishing health culture by supporting any health and safety activates.

#### *Stress and job satisfaction*

Bemana, 2013. p. 233, and Hadj Aissa et al., 2018. p. 70, stated that job stress can be defined as a hard and harmful effort done by employees when the result does not match the organization desire. According to The Government of British Columbia, 2009. p. 10, there are six factors lead to job stress:

1. Job demands/workload
2. Control over workload
3. Support received from management and coworkers
4. Relationships at work
5. Role conflict or ambiguity
6. Change and how it is managed.

## IV. DATA ANALYSIS

### *A. Demographical Data*

Table I shows the demographical data. The sample size of the research consists of 17 female and 17 male respondents.

### *B. Multiple Regressions*

This research summarizes the regression analysis that is resulted in Table II:

To check dependency of employees' productivity on perception, multiple regression analysis was done.

TABLE I  
DEMOGRAPHICAL DATA

Factors	Sub-factors	Percentage
Gender	Male	50
	Female	50
Age	Below 25	0
	26–35	55.8
	36–46	32.3
	Above 46	11.9
Experience	1–5 years	5.8
	6–10 years	38.2
	11–15 years	41.3
	Above 15 years	14.7

Prepared by the researchers

TABLE II  
REGRESSION ANALYSIS RESULT

Metrics	Value
R square	0.536
Significant value	0.046

Prepared by the researchers

TABLE III  
CORRELATION ANALYSIS RESULT

In depended variable	Measuring factors
Dependent	
People corporative	0.543*

Prepared by the researchers. \*P<0.05, n=34

TABLE IV  
COEFFICIENTS (A)

Standardized coefficient	Beta	P
Wages	0.436	0.043*
Work arrangement	0.019	0.063 <sup>N.S</sup>
Environment and health	0.375	0.038*
Job content and information technology skill	0.324	0.031*
Stress- satisfaction	0.023	0.058 <sup>N.S</sup>

Prepared by the researchers. \*P<0.05, N.S: Not significant

( $R_2 = 0.536$ ) This suggests that 59% of the variance factors can be explained. The significant value is 0.046, it means 65% change occurring in dependent variable due to independent variable.

In order to check dependency of employees' productivity, multiple regression analysis was done as shown in Table III ( $R_s = 0.543$ ). This suggests that variance of factors can be explained, which supports hypothesis 1.

### C. Dependent Variable

Coefficient values which indicate that if the independent variable is increased by one unit dependent variable will change by reported value as shown in Table IV:

Beta indicates that  $\text{Beat} = 0.436$  of Wages is significant and positive, which supports hypothesis 2.  $\text{Beta} = 0.019$  of work arrangement is not significant and negative, which not supports hypothesis 3.  $\text{Beta} = 0.375$  of environment and health is significant and positive, which supports hypothesis 4.  $\text{Beta} = 0.324$  of job content and IT skill is significant and positive, which supports hypothesis 5.  $\text{Beta} = 0.023$  of stress-satisfaction is not significant and negative, which not supports hypothesis 6.

## V. CONCLUSION AND RECOMMENDATION

### A. Conclusion

1. There is a strong relationship between the employees' productivity and factors (wages, environment and health, job content, and IT skill)
2. There is a weak relationship between the employees' productivity and factors (work arrangement, and stress-satisfaction)

3. The reason for overtime shows that there is no enough number of staff in the university
4. The employees are not satisfied with the arrangement because there are many changes happen in the schedule to avoid interference between the duties extra hours (overtime)
5. The employees are not willing to have overtime working because of they afraid of not getting there overtime payment
6. The late payment makes the employees doing incomplete tasks deliberately
7. The overtime is often at evening, and that makes more stress to the employees
8. The stress that happens in overtime becomes harmful to the employees and the university
9. Healthy work environment that university provides can help but do not prevent pressure which it effects on employees' health.

### B. Recommendation

1. Because the stress and arrangement problem that happen in overtime, the university should depend on a new style by separation the morning study from evening study
2. The university should hire more staff to prevent overtime or reduce it in the department that has high number of students
3. The university should use a supportive overtime strategy to reduce the effort and make the staff devoted to do their tasks properly and improve university performance.

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