

Feeling Overworked in Europe – The Role of Creativity and Performance Pay

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Background

1. Work is changing: creativity increasingly a resource which can be turned into profit *Boltanski and Chiapello 2005; Leslie and Rantisi 2012*
2. Creativity as a value indicative of a willingness to work long hours to personify the contemporary ideal of the autonomous and self-managed successful worker *Delhey 2010; Inglehart 1977; Promislo et al. 2010*
3. Managers are especially at risk for overwork *Kanji and Samuel, 2012*
4. The “time divide”, contrast between those in high-skilled jobs who want to work fewer hours and those in low-skilled jobs who want to work more hours → working hours have become symbolic of status *Drago 2000; Jacobs and Gerson 2004*

The Extent of Overwork is Very Large

	Work Hours	Desired Work	> 48 hours	Overwork
CH	46.1	38.3	36	71
DE	44.3	36.7	34	67
FR	41.8	37.8	22	46
GB	42.6	36.6	32	60
ES	44.9	37.0	35	61
PT	42.1	42.1	31	26
NL	41.5	33.8	25	62
BE	44.0	39.7	32	48
DK	42.5	36.8	25	53
SE	42.2	37.4	26	51
NO	42.1	39.0	19	26
FI	42.3	39.2	24	46
GR	47.6	37.4	43	59

Based on ESS Round 5 data weighted by design weights. Applied to men in work and of working age.

Work Hours and Occupations

<i>ISCO categories</i>	Actual hours	Desired hours	Work more	Work less	Work same
Managers	51.18	40.58	13.49	68.32	18.20
Professionals	44.03	37.26	11.68	60.02	28.31
Technicians and associate professionals	43.03	37.63	18.19	57.01	24.80
Clerical support workers	41.62	37.03	16.86	56.13	27.01
Service and sales workers	43.83	39.75	25.18	49.72	25.10
Agricultural, forestry and fishery workers	48.82	41.06	20.55	54.47	24.97
Craft and related trades workers	43.03	39.11	19.06	45.09	35.85
Plant and machine operators, assemblers	45.83	41.01	23.11	43.67	33.22
Elementary occupations	40.82	37.77	29.13	42.14	28.72

Based on ESS Round 5 data weighted by design and population weights. Applied to men in work and of working age.

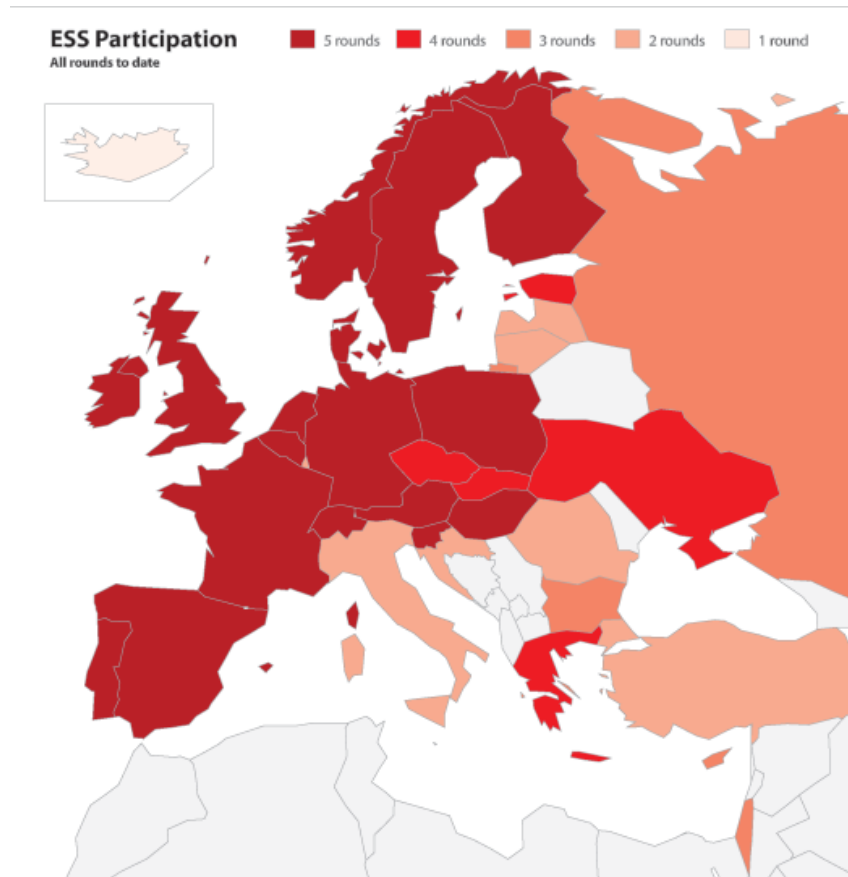
Does valuing creativity
make men more
susceptible to
overwork?



Three Theoretical Mechanisms

1. Shift to post-materialist value systems → from financial fulfillment to more autonomy or creativity *Delhey 2010; Inglehart 1977; Promislo 2010*
2. Boundaryless work, flatter hierarchies and fuzzier structures; in parallel, new reward structures, mobility, innovation, autonomy and creativity are increasingly valued and rewarded *Boltanski and Chiappelo 2005; Florida 2002; Hassard, Morris, and McCann 2012*
3. Managerial work might be conceived of as intrinsically motivating and challenging, work as entitlement, overwork as a by-product of striving for personal growth, self-actualization, and other intrinsic goals *Feldmann 2002; Ros et al. 1999; Schwartz 1999*

Data: ESS Round 5 (2010)



- Biennial multi-country survey covering over 30 nations
- 'Core' module plus two or more 'rotating' modules
- 2010 rotating modules are:
 - Trust in Criminal Justice
 - Work, Family and Well-being

Analytical Strategy

- 26 countries, multilevel logistic and linear regressions
- 10'340 men of working age who are in work, analysis sample of 8762
- Multiple imputation (MCMC, sequential ordered logistical regressions, uniform priors) boosts the sample

Operationalisation of Dependent Variable

- Overwork
 - a) “Regardless of your basic or contracted hours, how many hours do/did you normally work a week (in your main job), including any paid or unpaid overtime?”
 - b) “How many hours a week, if any, would you choose to work, bearing in mind that your earnings would go up or down according to how many hours you work?”
- $a-b$ = working hours mismatch
 - $a-b > 0$ → wants to work less, overwork
 - $a-b \leq 0$ → same or wants to work more
- 5% region of practical equivalence for robustness checks

Operationalisation of Predictors and Controls

- Schwartz's (1992, 2005) Basic Human Values are operationalised in the ESS through the inclusion of statements for each item:
“Thinking up new ideas and being creative is important to him. He likes to do things in his own original way”
- Performance pay: “My wage or salary depends on the amount of effort I put into my work”
- Work status and organisational characteristics variables
- Further controls include two measures of a household's financial position and age

Valuation of Creativity Associated with Overwork?

<i>Independent variables</i>	<i>Model Ia (n = 8237)</i>		<i>Model Ib (n = 5467)</i>	
	<i>Overwork</i>		<i>Overwork</i>	
Manager	0.62	(7.92)***	0.90	(4.16)***
Valuation of creativity	0.08	(3.42)***	0.06	(1.78)*
Performance pay	0.09	(3.38)***	0.11	(3.38)***
Manager × valuation of creativity × performance pay			-0.15	(2.37)**
Evening work			0.22	(3.40)***
Week-end work			0.16	(2.52)**
Control of how work is organized			0.01	(0.96)
Control of how work is organized, centered and squared			0.00	(0.81)
Supervise other people			0.25	(3.70)***
Fixed duration contract or no actual contract			-0.25	(2.77)***
Total years doing kind of work currently doing			0.00	(0.46)
Establishment size			0.04	(1.81)*
Model F test	35.04***		15.18***	

Effect through Working Long Hours?

<i>Independent variables</i>	<i>Model IIa (n = 8496)</i>	<i>Modell IIb (n = 5696)</i>
	<i>Work hours</i>	<i>Work hours</i>
Manager	5.58 (14.05)***	4.17 (4.88)***
Valuation of creativity	0.47 (3.70)***	-0.03 (0.20)
Performance pay	0.89 (4.94)***	1.09 (7.76)***
Manager × valuation of creativity × performance pay		-0.38 (1.54)
Evening work		0.10 (0.36)
Week-end work		3.37 (12.56)***
Control of how work is organized		0.01 (0.32)
Control of how work is organized, centered and squared		0.06 (4.14)***
Supervise other people		1.87 (6.42)***
Fixed duration contract or no actual contract		-1.10 (2.90)***
Total years doing kind of work currently doing		0.02 (1.19)
Establishment size		-0.07 (0.71)
Model F test	58.30***	39.58***

Summary

- Overwork is widespread in Europe
- Higher valuation of creativity ↑ overwork
- Consistent with mechanism 1: increasing importance of intrinsic goals, divergence between the hours managers want to work and the hours they actually work by depressing the hours they want to work
- No evidence for mechanisms 2 and 3: creativity is not associated with working longer hours

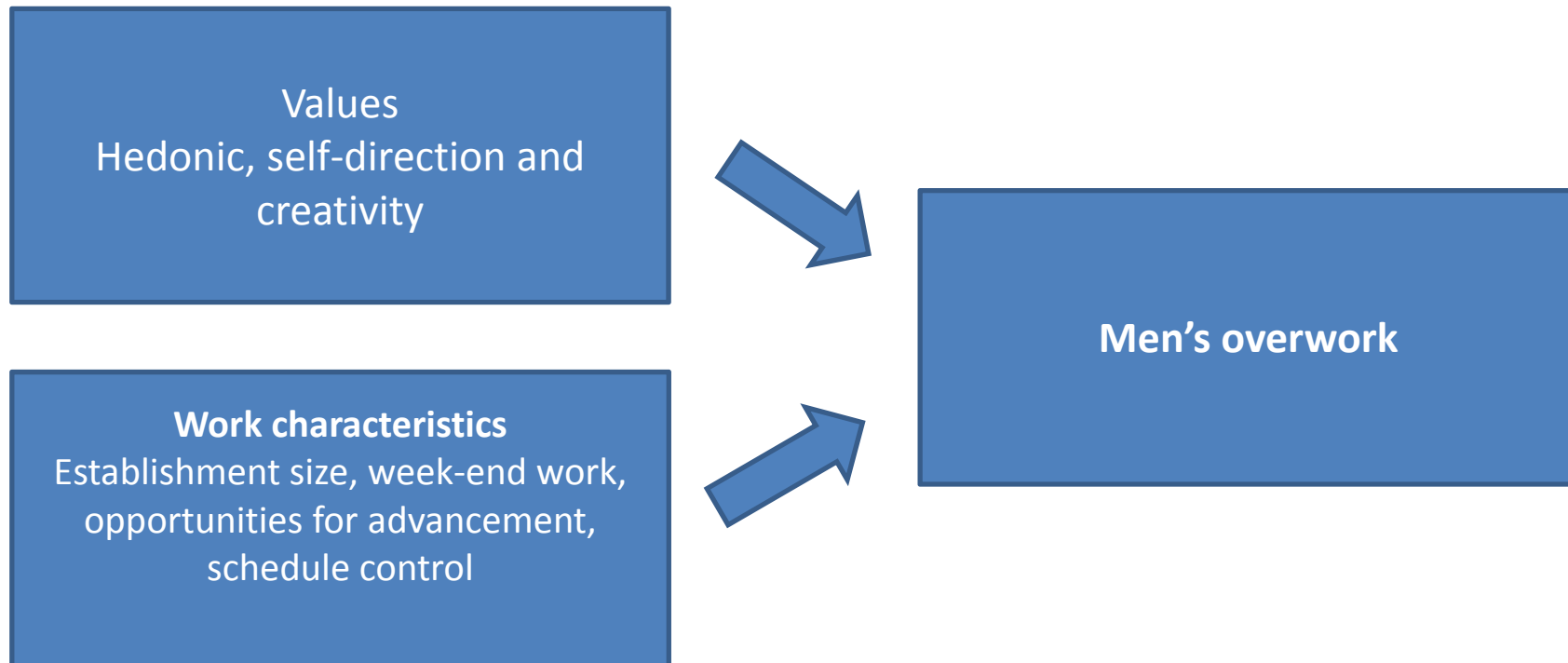
Full Tables

<i>Independent variables</i>	<i>Model Ia (n = 8237)</i>		<i>Model Ib (n = 5467)</i>		<i>Model Ila (n = 8496)</i>		<i>Modell Iib (n = 5696)</i>	
	<i>Overwork</i>		<i>Overwork</i>		<i>Work hours</i>		<i>Work hours</i>	
<i>Fixed effects</i>								
Manager	0.62	(7.92)***	0.90	(4.16)***	5.58	(14.05)***	4.17	(4.88)***
Valuation of creativity	0.08	(3.42)***	0.06	(1.78)*	0.47	(3.70)***	-0.03	(0.20)
Performance pay	0.09	(3.38)***	0.11	(3.38)***	0.89	(4.94)***	1.09	(7.76)***
Manager × valuation of creativity × performance pay			-0.15	(2.37)**			-0.38	(1.54)
Evening work			0.22	(3.40)***			0.10	(0.36)
Week-end work			0.16	(2.52)**			3.37	(12.56)***
Control of how work is organized			0.01	(0.96)			0.01	(0.32)
Control of how work is organized, centered and squared			0.00	(0.81)			0.06	(4.14)***
Supervise other people			0.25	(3.70)***			1.87	(6.42)***
Fixed duration contract or no actual contract			-0.25	(2.77)***			-1.10	(2.90)***
Total years doing kind of work currently doing			0.00	(0.46)			0.02	(1.19)
Establishment size			0.04	(1.81)*			-0.07	(0.71)
Objective income	0.07	(6.34)***	0.09	(6.17)***	0.43	(7.79)***	0.51	(8.47)***
Subjective income	-0.07	(1.99)**	-0.10	(2.25)**	0.16	(0.89)	-0.13	(0.70)
Age	0.03	(1.34)	0.02	(0.65)	0.46	(4.07)***	0.03	(0.26)
Age, squared	0.00	(0.63)	0.00	(0.44)	-0.01	(3.83)***	0.00	(0.56)
Constant	-1.16	(2.53)**	-1.22	(2.05)**	30.60	(12.80)***	37.53	(15.13)***
<i>Random effects</i>								
S.D. Constant	0.50		0.57		2.04		1.84	
Model F test	35.04***		15.18***		58.30***		39.58***	

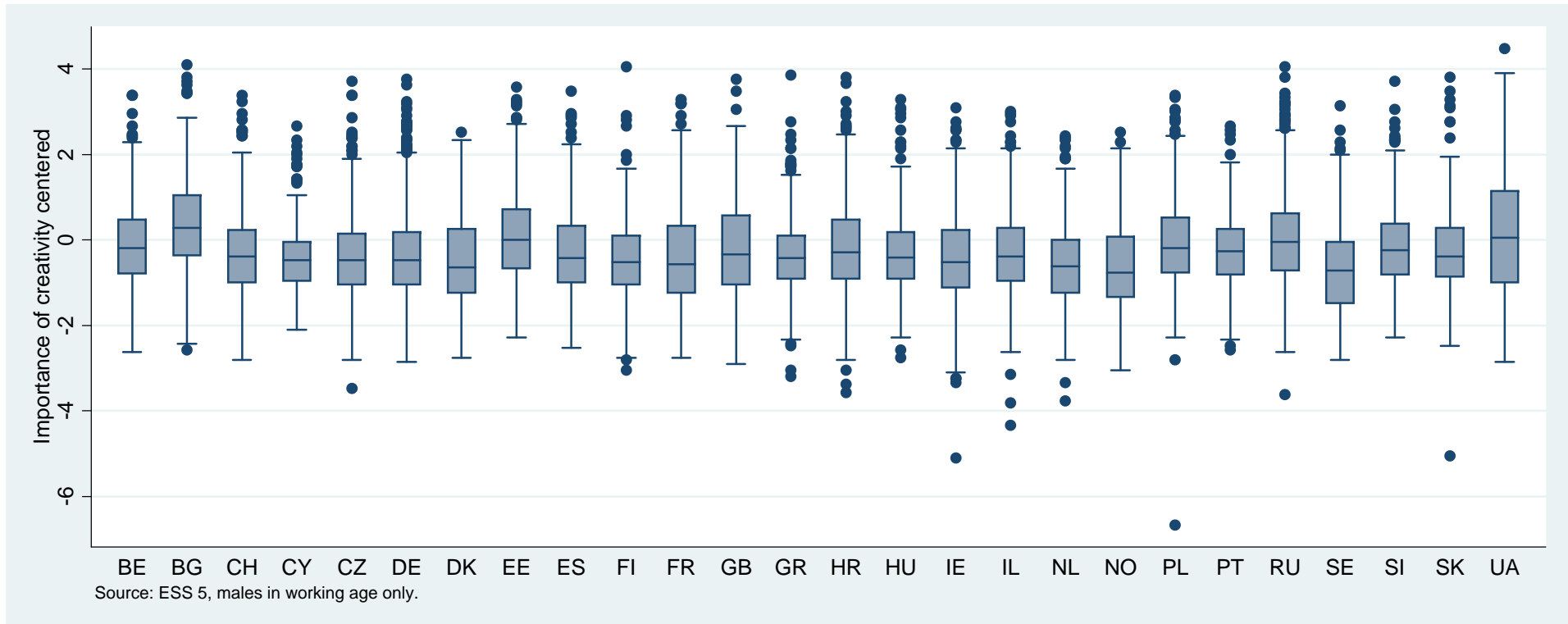
Descriptive Statistics and Correlation Matrix

Variables	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1.Overwork	0.52	0.50	1																		
2.Work hours	44.43	12.35	0.41*	1																	
3.Manager	0.11	0.31	0.11*	0.17*	1																
4.Valuation of creativity	0.00	1.00	0.06*	0.04*	0.09*	1															
5.Performance pay	0.00	1.00	0.02	0.14*	0.04*	-0.02	1														
6.Manager × valuation of creativity × performance pay	0.00	1.00	0.09*	0.13*	0.87*	0.11*	0.17*	1													
7.Evening work	0.30	0.46	0.06*	0.04*	0.04*	0.03*	0.04*	0.05*	1												
8.Week-end work	0.30	0.46	0.05*	0.20*	0.07*	0.03*	0.06*	-0.01	0.10*	1											
9.Control of how work is organized	6.17	3.56	0.11*	0.10*	0.26*	0.19*	-0.02	0.20*	0.03*	0.09*	1										
10.Control of how work is organized, centered and squared	14.06	9.70	0.04*	0.12*	0.14*	0.03*	0.01	0.08*	-0.01	0.10*	0.11*	1									
11.Supervise other people	0.34	0.47	0.15*	0.16*	0.36*	0.12*	0.01	0.31*	0.03*	0.06*	0.37*	0.06*	1								
12.Fixed duration contract or no actual contract	0.22	0.41	-0.08*	-0.06*	-0.07*	-0.01	0.02	-0.05*	-0.03*	-0.03*	-0.14*	0.05*	-0.14*	1							
13.Total years doing kind of work currently doing	13.36	10.02	0.05*	0.05*	0.00	-0.02	-0.01	-0.01	0.00	0.04*	0.05*	0.07*	0.03*	-0.14*	1						
14.Establishment size	2.55	1.40	0.03*	-0.06*	-0.04*	-0.04*	-0.07*	0.04*	0.05*	-0.11*	-0.11*	-0.14*	0.07*	-0.20*	-0.04*	1					
15.Objective income	5.81	2.76	0.12*	0.13*	0.21*	0.10*	0.07*	0.20*	0.06*	0.10*	0.30*	0.02	0.26*	-0.25*	0.02*	0.17*	1				
16.Subjective income	2.14	0.92	-0.13*	-0.03*	-0.15*	-0.14*	0.04*	-0.14*	-0.05*	-0.07*	-0.33*	0.01	-0.25*	0.21*	-0.06*	-0.14*	-0.51*	1			
17.Age	42.88	10.28	0.08*	0.03*	0.05*	-0.03*	-0.04*	0.05*	-0.02	-0.05*	0.06*	0.06*	0.05*	-0.15*	0.58*	0.03*	0.01	0.00	1		
18.Age, squared	1944.48	882.05	0.07*	0.02*	0.05*	-0.03*	-0.04*	0.04*	-0.02	-0.05*	0.05*	0.06*	0.04*	-0.14*	0.58*	0.03*	0.00	0.00	0.99*	1	
19.Unemployment rate in %	9.70	3.94	-0.04*	0.05*	-0.01	-0.08*	0.02	-0.04*	0.00	0.03*	-0.13*	-0.03*	-0.10*	0.11*	-0.04*	-0.15*	-0.06*	0.20*	-0.04*	-0.04*	1

Conceptual Model



Valuation of Creativity



ISCO-08 Categories: Major Groups

- Managers: chief executives, professional service managers, IT managers
- Professionals: science and engineering professionals, medical doctors
- Technicians and associate professionals: cf. above
- Clerical support workers: general office clerks, secretaries, tellers
- Service and sales workers: cooks, shop salespersons, hairdressers
- Skilled agricultural, forestry and fishery workers
- Craft and related trades workers: painters, metal workers, toolmakers
- Plant and machine operators and assemblers: textile products machine op
- Elementary occupations: cleaners, street vendors, bin men
- Armed forces occupations

More info [here](#)

ISCO-08 Definition Manager

- Managers and supervisors: supervisors only responsible for supervision of the activities of other workers, managers have overall responsibility for the operations of a business or an organisational unit
- “Managers plan, direct, coordinate and evaluate the overall activities of enterprises, governments and other organisations, or of organisational units within them, and formulate and review their policies, laws, rules and regulations.” (ILO 2012:87)