

# OVERVIEW: FWA's, Inflexibility and Salaried Workers and Effects on Work-Family

*May 29, 2008*

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[papers.ssrn.com/sol3/cf\\_dev/AbsByAuth.cfm?per\\_id=55317](http://papers.ssrn.com/sol3/cf_dev/AbsByAuth.cfm?per_id=55317)

*Acknowledgements:*

**Barbara Wiens-Tuers**, *Penn State Altoona*

**Tesfayi Gebreselassie**, Ph.D.

**Brent Edelman**, RA, *Temple University, Economics*

**Steve Vuillerment**

*Alfred P. Sloan Foundation, Workplace, Workforce and Working Families  
Program, Grants #2004-5-32 and #B2006-14*

# *Current Context: labor market trends fueling the demand for greater flexibility*

- Average hours of work climbing, primarily among salaried workers:
  - higher skilled/educated men (Kuhn and Lozano, 2008);
  - dual income families (Moen and Clarkberg, 2004; Bernstein and Kornbluh, 2005);
  - women, through participation, opt in, on balance (Boushey, 2008).
- **Hours polarization**, “Time divide” (Drago and Wooden, 2007; Jacobs and Gerson, 2006):
- **Stubborn Persistence of Hours Mismatches** (Reynolds, 2007; Golden and Gebreselassie, 2007; Golden and Wiens-Tuers, 2008).
- the proportion of the work force involuntarily working short hours and wanting more hours is higher.
- ILO’s call for “Decent Working Time” as part of its global standard for “decent work,”
  - 3 of the 5 elements are: Choice and influence working time; Family-friendly working time; Healthy working time.
- Unequal distribution of FWAs, especially informal arrangements (Golden, 2008; Swanberg, et al, 2006).
- **Due to economic, HRM and employee relations factors**

# Workplace Flexibility as Defined by WF2010

<p>Flexible Work Arrangements (FWA's)</p>	<p>Time Off Short-term, Episodic, Extended</p>	<p>Career Maintenance &amp; Reentry</p>
<p><b>For employees in jobs with traditionally long hours and fixed schedules:</b></p> <ul style="list-style-type: none"> <li>• flexibility in scheduling of hours</li> <li>• flexibility in the amount of hours worked</li> <li>• flexibility in the place of work</li> </ul> <p><b>For employees in jobs with traditionally less than full time hours and <i>unpredictable</i> scheduling:</b></p> <ul style="list-style-type: none"> <li>• arrangements that provide workers with <i>greater</i> predictability and control over their work hours.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Short term time off</b> : Time taken off in short increments (by hour or by day) for any life need (e.g., worker's health, health of family member, school events, house maintenance, legal needs).</li> <li>• <b>Episodic Time Off</b>: Time taken off in short increments (by hour or by day) for any life need that can be expected to reoccur on a regular, but often unpredictable basis.</li> <li>• <b>Extended Time Off</b>: Time taken off in long increments (by weeks) for any life need. Usually somewhat predictable (e.g., childbirth, military service), but can be unpredictable (health issue)</li> </ul>	<p><b>Career Exit, Maintenance and Reentry</b></p> <ul style="list-style-type: none"> <li>• Relates to individuals who, based on economic feasibility or ideological beliefs, exit the paid workforce for several years</li> <li>• Such individuals have usually been in the paid workforce prior to their exit and plan to reenter the paid workforce in the future.</li> <li>• Includes various mechanisms for ensuring career maintenance during the exit time, means for reentry, and long-term economic security.</li> </ul>

# OUTLINE and Goals

- With several available survey data sources:
- Distinguish aspects of flexibility as related to the types of FWAs:
  - **timing**/temporal discretion and control/unpredictability
    - *scheduling* (including flextime);
    - **duration**/volume of hours
      - *amount of time working* (including part time, part year);
- identify both the **levels** and **gaps** (in **supply vs. demand**):
  - availability/**access** vs. **use**/implementation/salience;
  - to **track** any progress over time, in FWAs and categories of indicators;
- **Focus: Contrasting** patterns and trends re: **salaried** (exempt) vs. hourly (nonexempt) workers, as additional “**gap**”:
- Do salaried workers/jobs have an **advantage** , and if so, where?;
- Specific **Outcomes** of various types of FWA’s or inflexibility **on workers**, as **justification** and potential benefits of **targeted policy** action ;

# Comprehensive, multi-disciplinary perspective on flexibility and spread of FWA's

- Labor Economics:
  - Demand (D) driven by **life cycle changes in preferences**;
  - Supply (S) driven by employer **cost considerations**, workplace, technological constraints;
  - **If Cost “neutral,”** employers can be theoretically induced to adopt FWA's, either with a “**compensating wage differential**” or sufficient productivity benefits or future cost savings.
    - Ironically, the cost of mandated benefits not only leads some employers to drop access, but incentivizes them to lengthen hours...
- Human Resources Management (HRM);
  - Shift focus to long run benefits/returns despite initial costs.
  - Provision of FWA's doesn't guarantee **implementation** (Kossek and Lambert, 2006) or **use** by employees (Galinsky and Bond, 2006).

## Perspectives, Cont'd

- Labor-Employment relations (LER);
  - lower relative **bargaining power** workers in workplace, labor market, especially for hourly paid workers.
  - **de-standardized** and **intensified** working time (with de-unionization and high performance workplace practices), drive for more **numerical flexibility**, which may not coincide with employees' concept of flexibility.
- Work-Life integration (Sociology, Psych, Family Devt);
  - Market forces alone cannot bring about “employee benefits” if employers judge them as too costly (Glass, 2007; FWI, 2008);
  - Flexibility is not synonymous with control (MacDermid and Tang, 2006).
- Occupational Health Psychology (OHP);
  - Mental health outcomes, including work-life balance, stress, fatigue, are:
    - positively associated with aspects of workplace flexibility (Grzywycz and Butler, 2008) and with schedule fit (Barnett and Gareis, 2005).,
    - negatively associated with variability/unpredictability of work hours (Costa, Sartori and Akerstedt, 2006; Henly and Lambert).

# Defining Flexibility in the Academic Literature: a Scale/Spectrum

**Time Sovereignty:** individual decision latitude, **discretion, autonomy** in scheduling work across day, week, year, life cycle...



Fixed, but predictable timing



Variability, unpredictability: set according to employer needs, with no advance notice of changes

## Overview:

Four, progressively higher degrees of flexibility or types of flexibility.

First degree would be having a **small amount of discretion to periodically vary** a given amount work hours at the margins, such as **shifting the starting and ending times** of work by an hour or two, some days of the week. For example, most formal flextime practices that permit employees to periodically vary their start or end times within a range or band around a required core set of hours each day.

A second, greater degree of flexibility exists when employees are able to **considerably shift the timing of work across a day or week**. For example, if there were no core hours on at least some days, this offers workers the option of a **compressed** workweek and/or at-home opportunities, to concentrate their normal workweek length in fewer than five days, provided they work longer shifts.

An even greater, third degree of flexibility would be having **full autonomy or control** to exercise flexibility regarding when (and where) to work over the course of a day, week and year.

Finally, a fourth degree of flexibility, would be **also** having discretion over the **amount of time** working, duration as well as its timing, over the week, year or even career path, such as a temporary reduction to part time or part year, sabbaticals and formal leaves out of the paid labor market.



# Issues in Flexibility concept

- Formal vs. informal flexibility;
- Flexibility “in” jobs vs. flexibility “around” job;
- Overemployment vs. overwork vs. overtime distinction re: duration;
- Voluntary vs. involuntary (control, preferences, mismatch, mis-fit) distinction;

## Focus on 4 of 5 Aspects of Flexibility

- **Daily Work Schedule Flexibility in Timing**
- **Hours and Overtime Work Control**
- **Satisfaction with Work Hours (Overemployment rates) and Options for Reduced Hours**
- **Flexibility to Take Short-term Time off for Personal or Family Matters**
- **Opportunities for Flexible Work Location**

# Available Data Sets Used

- **CPS 2001, 2004 Work Schedule Supplement**
- **General Social Survey (GSS) NORC –**
  - **Quality of Work Life (QWL) module 2006, 2002**
  - **Intl Social Survey Programme (ISSP) module on Work Orientations III, 2006, 1998**
- **Work in America (WIA) 2003: *Time is of the Essence***
- **Other Surveys:**
  - **NSCW, 2007, 2002**
  - **NSE, 2008, 2005, 1998**
  - **WFD, New Career Paradigm Flexibility, 2007**

# Surveys Analyzed

- Work Schedule and Work at Home **Supplement** to the May 2001 monthly **Currently Population Survey (CPS)**
  - Sample = 57k #individuals in households
  - 43k # reporting occupations and industries
    - 52 SIC detailed **industry** and 46 SOC **occupational** classifications.
  - **12k#** reporting salaried or hourly status, weekly \$earnings.
- Do you have **flexible work hours** that allow you to vary or make changes in the time you **begin and end work**? (following the question asking the employed to identify the typical starting and ending times of their work day)
  - If Yes, was this a **formal** program, such as **flexitime**?
- asked household member (no proxy answers) (at their current work hours), “given the **choice**, (would) opt for more income and more hours, **less income and fewer hours** or the same income and hours?”

# US General Social Survey (GSS), Quality of Work Life (QWL) module, 76 items, in 2002 and 2006

- 2002 Sample = 1,796 employed adults
- 2006 Sample = 2,988 employed adults, 1732 in QWL

## 3 Key Flexibility Questions:

- 1) Workers who responded to the question, “How many days in a month during the last year did you work beyond your usual schedule?” with one or more days, were then asked,  
**“When you work overtime, is it mandatory (required by your employer)?”**
- 2) How often are you allowed to **change your starting and quitting times** on a daily basis? Often; Sometimes; Rarely; Never .
- 3) How hard is it to **take time off during your work** to take care of personal or family matters? Not at all hard ; Not too hard ; Somewhat hard ; Very hard.

# The Work in America Institute (WIA) survey, in 2002

- *Time is of the Essence*, 2003
  - **Sample = 815 (601 union plus 214 non-union) workers.**

## Questions,

- Do you have a flexible work day?
- “currently,...do you have **no** overtime (work), **voluntary** overtime (opportunities that can be refused without penalties), or **mandatory** overtime?”
- Would you be willing to trade 10 (20, 30, etc.) percent of your income for 10 (20, 30, etc.) percent shorter hours of work per week?
- What is the biggest problem you face, “too little time,” “too little income” or “supervisor issues.”
- WIA Survey: “If you had a choice, would you rather be paid time-and-a-half for overtime hours or get time-and-a-half (time) OFF for the OT you work?”

# Who are the salaried workers?

2006 GSS

Way Paid	n (percentage)
<b>ALL</b>	
<b>Salaried</b>	<b>35.6%</b>
Paid by the hour	51.6%
Other	11.7%
<b>Full-time</b>	
<b>Salaried</b>	<b>39.1%</b>
Hourly	49.3%
Other	11.3%
<b>Part-time</b>	
Salaried	18.1%
Hourly	64.4%
Other	17.1%

# Salaried Workers Demographics, GSS 2006

	<b>Salaried</b>	<b>Hourly</b>	<b>Other</b>
<b>Age in years (mean)</b>	<b>42.9</b>	39.3	45.4
<b>Sex (%)</b>			
Male	<b>49.9%</b>	48.4%	59.9%
Female	<b>50.1</b>	51.6	40.2
<b>Race (%)</b>			
White (may or may not be Hispanic)	78.6%	71.2%	82.8%
Black	<b>10.6</b>	16.1	5.7
Other	<b>10.8</b>	12.6	11.5
<b>Education (%)</b>			
Less than high school	<b>2.2%</b>	9.1%	7.6%
High school graduate	<b>31.1</b>	65.4	45.4
Associates	<b>10.7</b>	10.9	14.0
Bachelor	<b>34.7</b>	12.0	20.6
Graduate degree	<b>21.2</b>	2.5	12.5
<b>Marital Status (%)</b>			
Married	<b>67.8%</b>	48.9%	58.5%
Widowed, divorced, separated	<b>13.2</b>	19.2	21.3
<b># of Children (mean)</b>	<b>1.54</b>	1.57	1.67
<b>Foreign-born (%)</b>	<b>11.5%</b>	9.1%	15.8%



## Occupation and Industry Distribution of Salaried Jobs, GSS 2006

	Salary (%)	Hourly (%)	Other (%)
<b>Industry</b>			
Agriculture, forestry, fisheries (36)	33.0	31.5	33.4
Mining (7)	0	100.0	00
Construction (91)	19.9	57.9	22.2
Manufacturing: non-durables (78)	30.4	62.2	6.9
Manufacturing: durables (115)	36.6	60.6	1.6
Transportation, communications, public utilities (134)	26.2	61.5	12.0
Wholesale trade (46)	34.2	49.8	16.0
Retail trade (245)	17.9	70.9	10.8
FIREA (121)	49.8	34.3	15.5
Business and repair services (138)	32.1	47.8	19.1
Personal services (69)	16.6	49.8	33.6
Entertainment, recreation services (20)	52.2	47.8	0
Professional services (417)	45.1	45.7	9.2
Public administration (122)	66.5	32.1	0.7
<b>Occupation</b>			
Executive, administrative, managerial (259)	59.2	25.3	14.8
Professional specialty (328)	57.2	31.4	11.4
Technicians and related support (71)	35.3	60.2	1.9
Sales (175)	37.8	36.8	24.7
Administrative support (206)	31.6	66.0	2.4
Service (242)	18.4	70.7	10.3
Farming, fishing, forestry (30)	35.8	30.9	33.4
Mechanics and repairers (55)	12.7	75.8	9.9
Construction trades (72)	18.7	65.0	16.3
Extractive (1)	0	100.0	0
Precision production (48)	24.7	61.6	13.7
Machine operators, assemblers, inspectors (68)	1.4	97.3	1.4
Transportation (62)	10.6	63.7	25.7
Laborers (54)	11.0	83.0	6.1

# What do they earn?

Mean income  
category

**Mean**

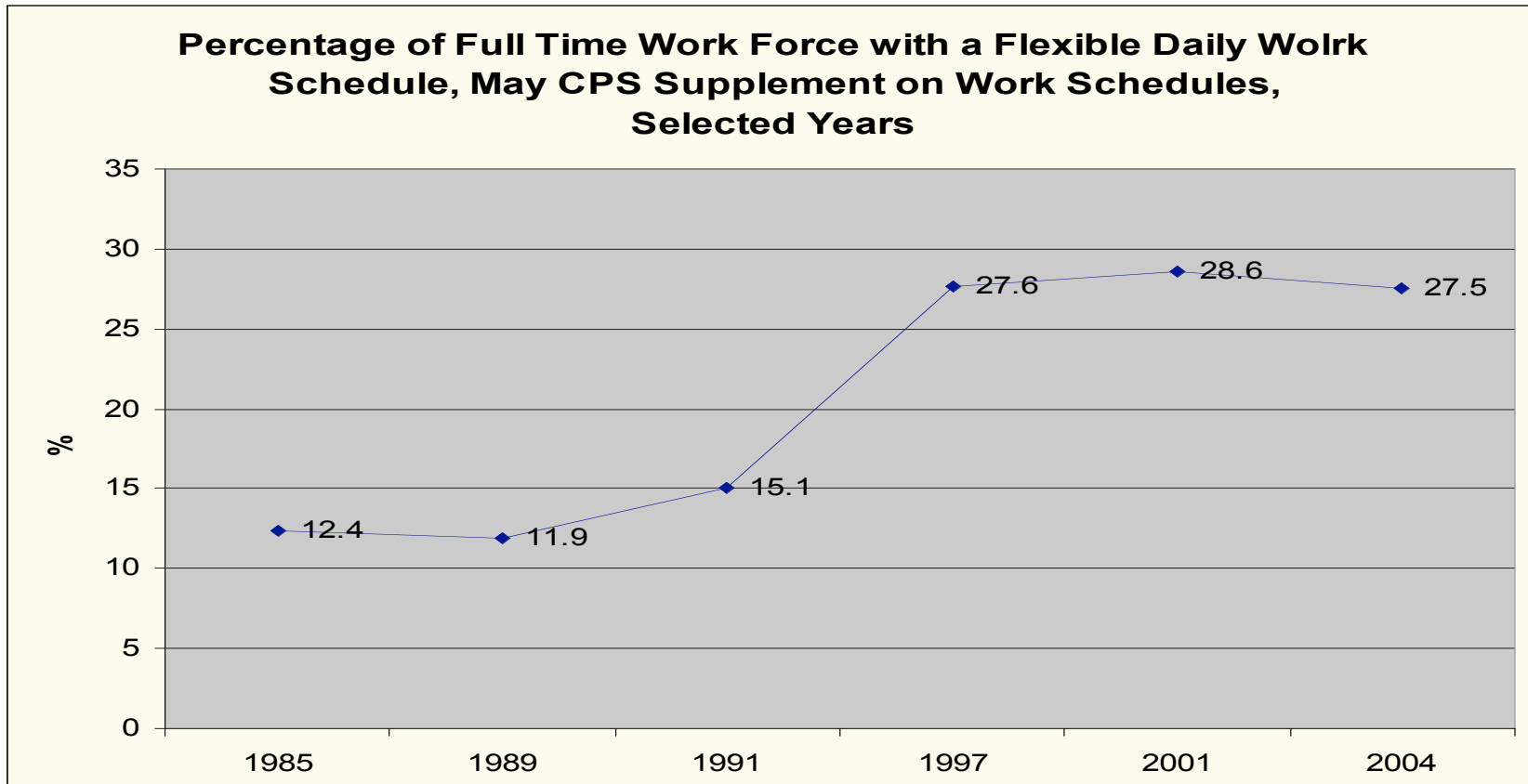
<b>All</b>	\$22,500-24,999
Salaried	\$35,000-39,999
Hourly	\$20,000-22,499
Other	\$22,500-24,999

GSS: In your main job, are you salaried, paid by the hour, or what (= “other”) ?

<i>Number of hours worked last week</i>	<b>Mean (se)</b>		<b>Mean (se)</b>
Full-time	45.8 (0.29)	Salaried	47.8 (0.7)
		Hourly	44.3 (0.5)
		Other	51.5 (1.6)
Part-time	22.48 (10.5)	Salaried	24.3 (1.4)
		Hourly	22.5 (1.3)
		Other	20.6 (1.7)

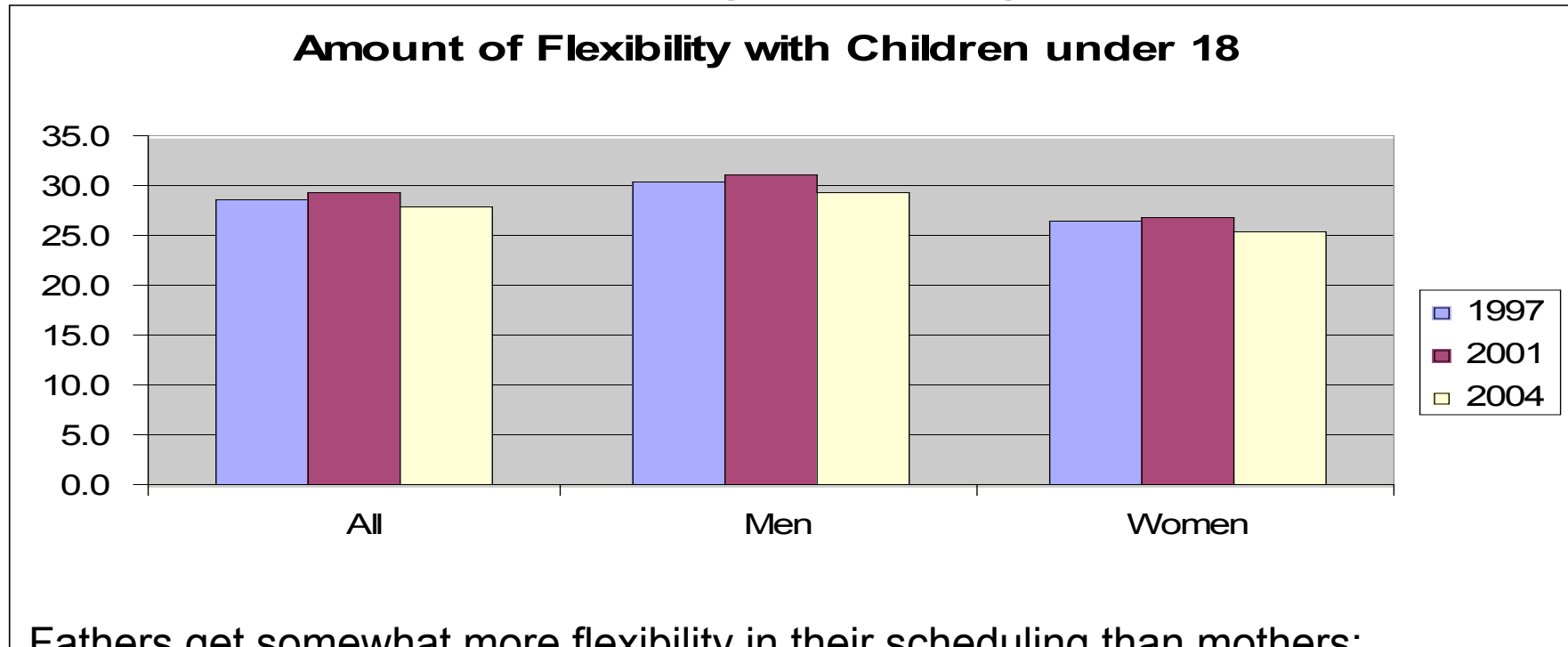
Full time Salaried workers average 3 and half more hours per week than hourly

## Trend in Flexible Work Schedules Since 1985



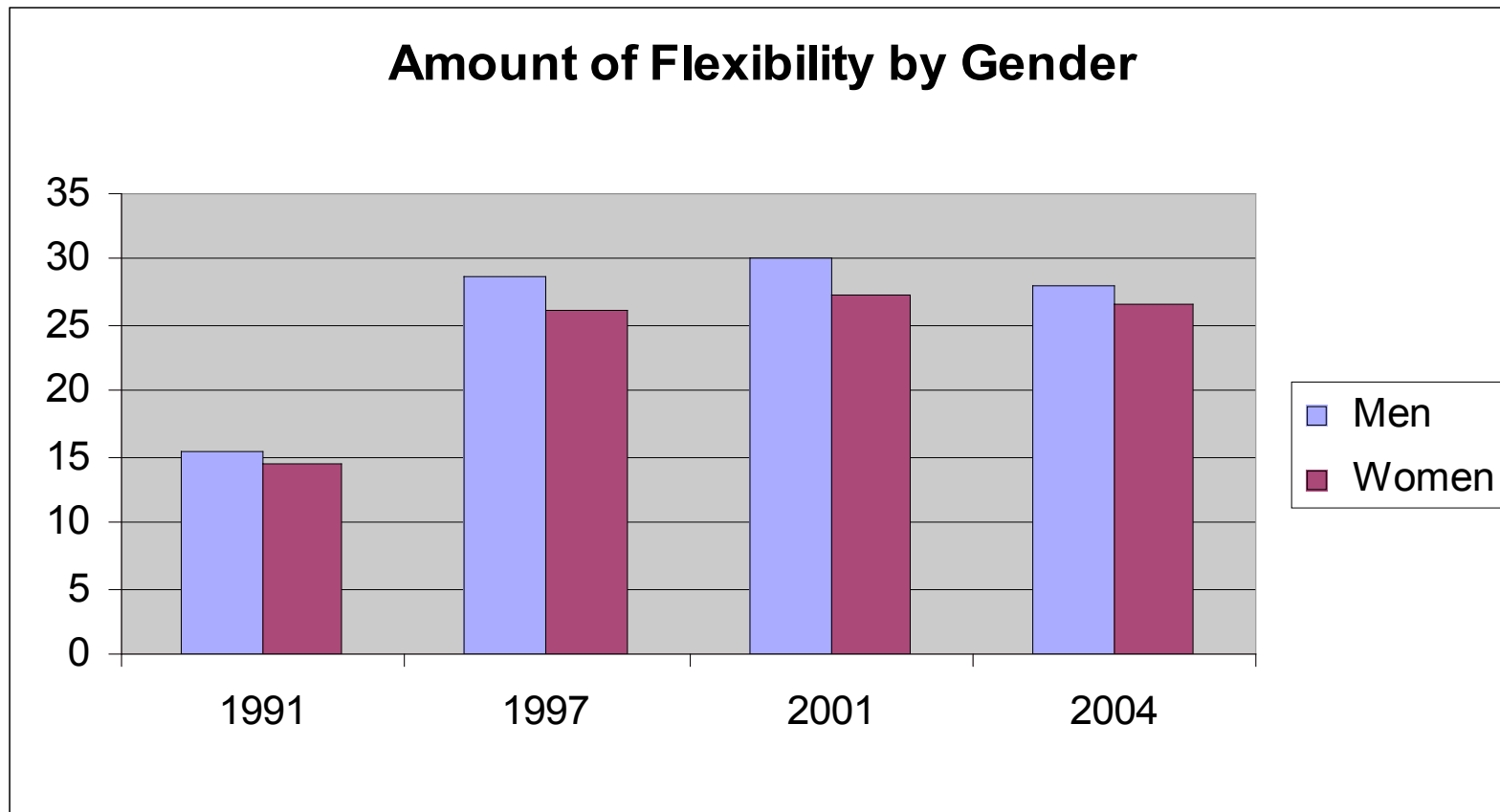
Flexible schedules spread considerably in the 1990s but stalled in 2000s;  
Schedule Flexibility is no higher in 2004 than it was in 1997;

# Flexible Scheduling among Parents



Fathers get somewhat more flexibility in their scheduling than mothers;  
 Parents of children under 18 do get somewhat more flexibility than non-parents or empty nesters, more so for parents of pre-school children.

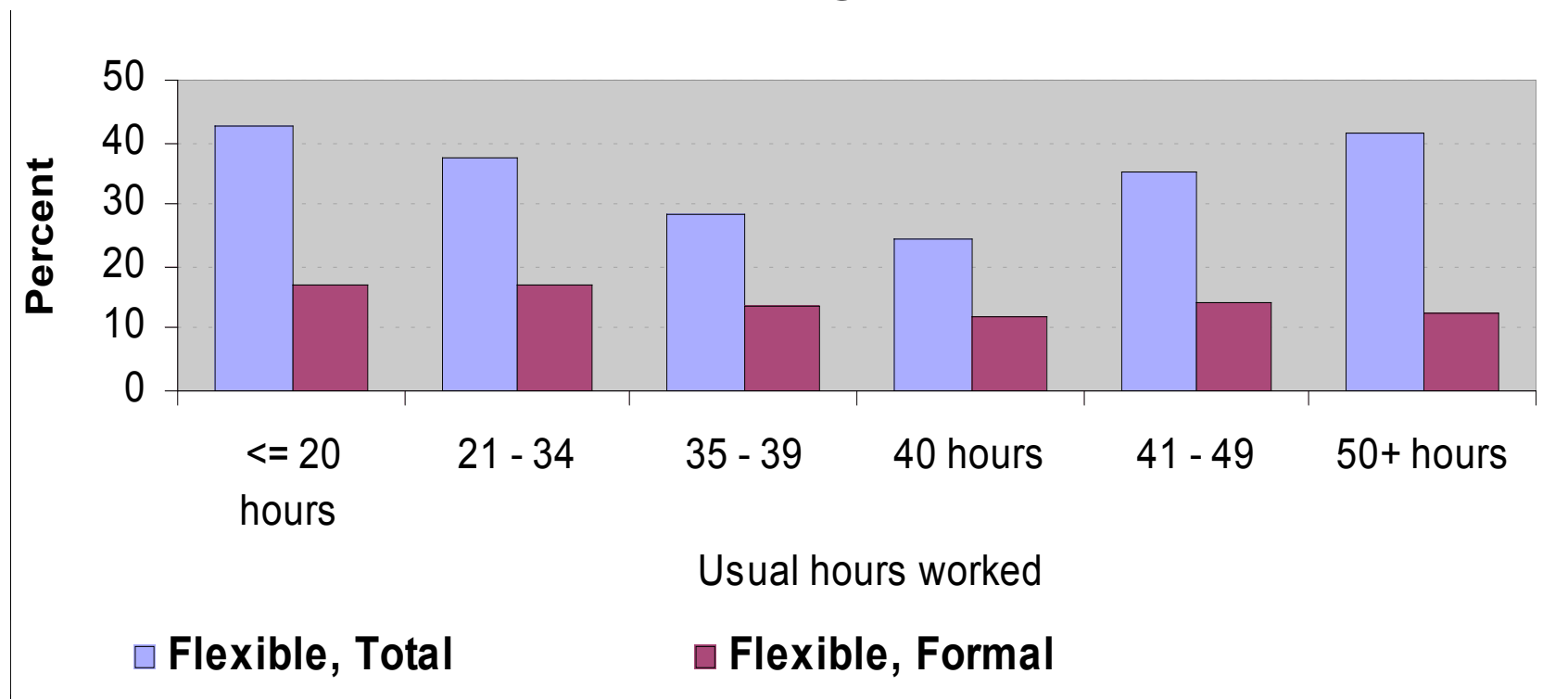
Married workers have more flexible scheduling than non-married;  
 advantage conferred by being married exists only for men;  
 never married have gained somewhat since 1997.



Slight gender gap in flexibility: Schedule flexibility is slightly greater for men than for women, and has remained so through time.

Men's gender advantage is due to having more access to non-formal flexibility, women actually have more access than men to formal flexitime.

## Flexible Schedules by Workers' Number of Usual Weekly Hours, Total and Formal Flexitime Programs



Working **longer than 50 hours** improves access to flexible scheduling that is not a formal plan, however, *not* more access to formal flexitime.

Part-time work improves access relative to standard 40 hour workers.

# Disparities by industry: Top 10 Ranked

<i>Top 10</i>	<i>Flexibility %</i>	<i>Formal Flexitime only</i>	<i>%</i>
Other Professional Services	<b>51.2</b>	Admin of Human Resource Programs	<b>30.2</b>
Insurance and Real Estate	<b>45.4</b>	National Security & Internal Affairs	<b>29.9</b>
Private Household Services	<b>44.0</b>	Other Public Administration	<b>28.6</b>
Admin of Human Resources	<b>43.6</b>	Mfg-Petroleum & Coal Prods	<b>22.9</b>
Business Services	<b>40.9</b>	Insurance Real Estate	<b>20.8</b>
Entertainment & Recreation Services	<b>40.9</b>	Mfg-Toys, Amusement & Sporting Goods	<b>20.8</b>
Banking and Other Finance	<b>39.4</b>	Mfg-Professional & Photo Equip, Watches	<b>20.4</b>
Mfg-Professional & Photo Equip,	<b>39.4</b>	Mfg-Chemicals & Allied Prods	<b>19.9</b>
Other Public Administration	<b>38.9</b>	Mfg-Aircraft & Parts	<b>19.0</b>
National Security & Internal Affairs	<b>38.1</b>	Entertainment & Recreation Services	<b>18.1</b>

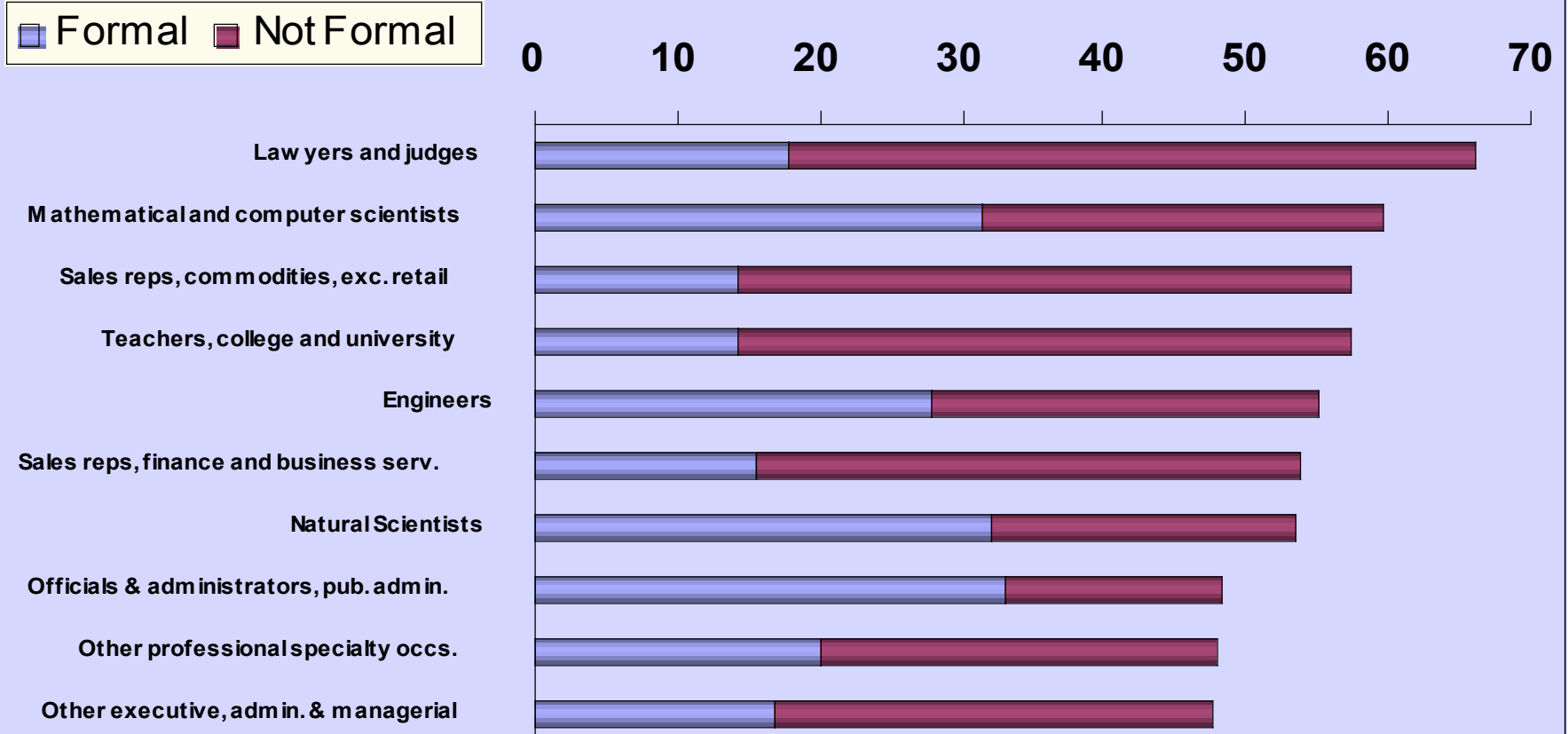


# Disparities by industry: Bottom 10

## Detailed Industry Classifications

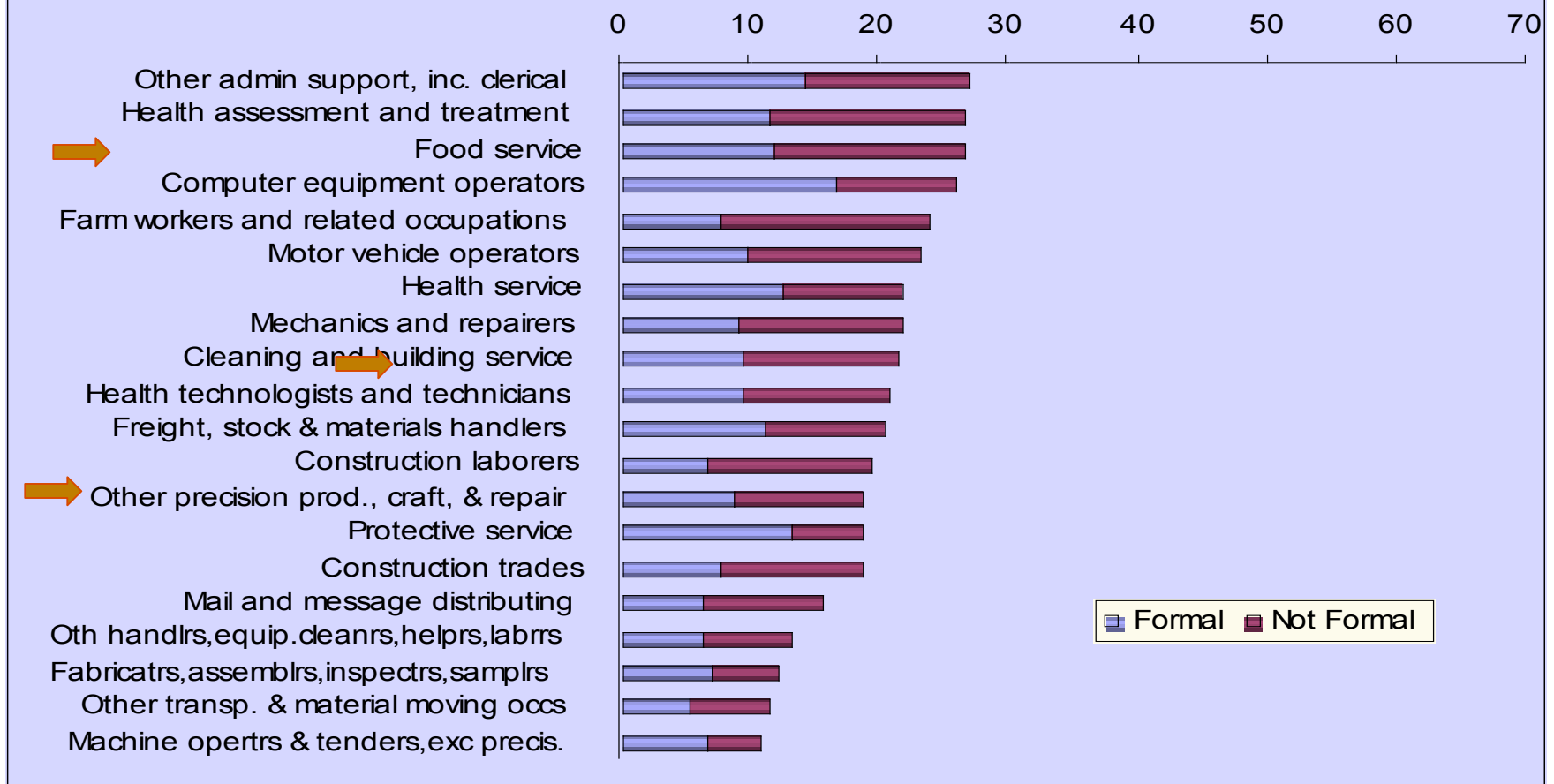
<i>Construction</i>	<b>24.0</b>
<i>Mining</i>	<b>23.9</b>
<i>Mfg-Stone, Clay, Concrete, Glass</i>	<b>22.9</b>
<i>Justice, Public Order &amp; Safety</i>	<b>21.5</b>
<b><i>Educational Services</i></b>	<b>20.4</b>
<i>Mfg-Leather &amp; Leather Prods</i>	<b>19.5</b>
<i>Mfg-Fabricated Metals</i>	<b>19.3</b>
<i>Mfg-Furniture &amp; Fixtures</i>	<b>19.3</b>
<i>Mfg-Paper &amp; Allied Products</i>	<b>18.1</b>
<i>Mfg-Motor Vehicles &amp; Equip</i>	<b>17.7</b>

## Flexible Scheduling, Ranked by Occupation: Top 10



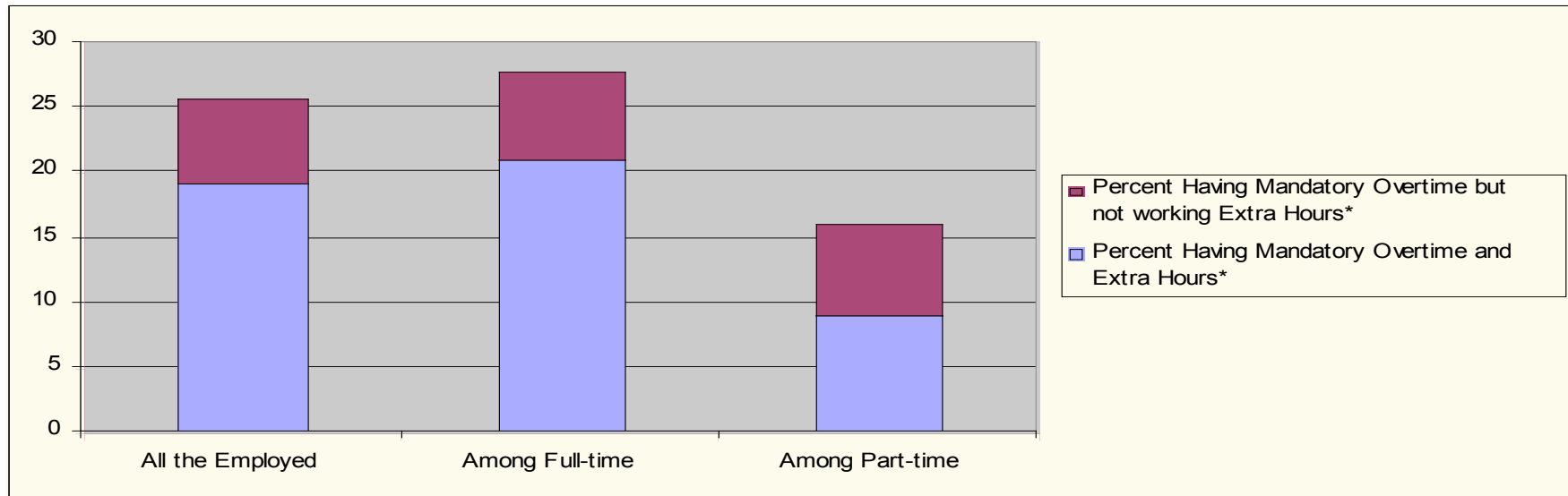
The jobs with the most flexible scheduling are professions and sales positions that are largely paid salaries, exempt from FLSA OT pay law.

### Flexible Scheduling, Ranked by Occupation: Bottom 20



**Health** service jobs are among the least with flexible scheduling

# Mandatory Overtime Work in the US

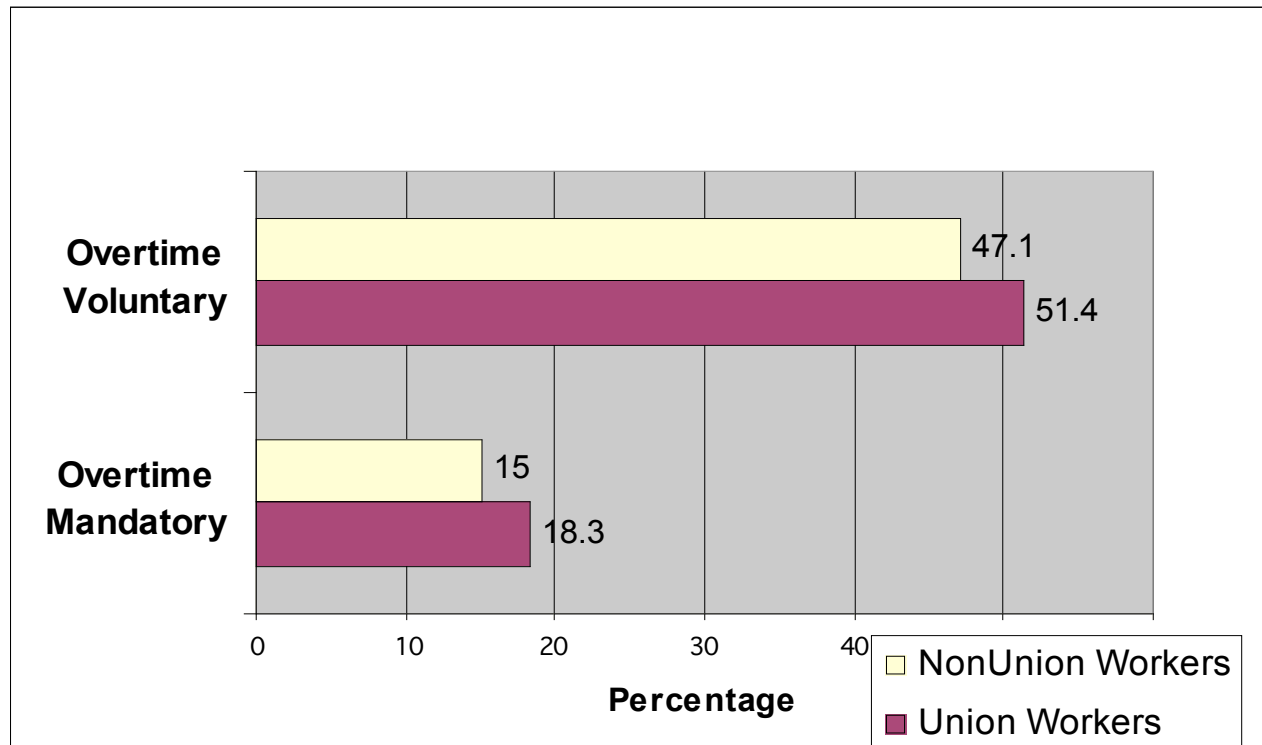


In 2006, about the same as in 2002: 28% of the full time work force faces mandatory overtime, and 21% actually works mandatory OT

**Two-thirds** of the employed reported working longer than their usually scheduled hours **at least one day per month**.

About a third of those actually worked some OT and did so because it was **required by employer**.

## WIA, 2003: Pretty consistent, though a bit lower in levels



### Is your mandatory overtime usually:

Scheduled far enough in **advance** that you are able to plan for it: 41%

Scheduled **at the last minute** and hard to plan for: 54%

# Selected Demographics, OT work by Type of Overtime

	Extra Hours: MOT	Extra Hours: Not MOT		No Extra Hours	<i>All Employed</i>
	n=342	n=733		n=677	n=1787
Age in years (mean)	40.6	40		42.8	41.2
Distribution by gender (%)					
Male	57.0†	51		42.4	48.6
Female	43	49		57.2	51.4
Distribution by race (%)					
White	77.5†	81		76.2	78.3
Black	14	12.9		16.4	14.6
Hispanic	8.5	6.7		9.4	8.1
Distribution by education (%)					
Less than high school	9.4†	7.2		12.6	9.8
High school graduate	53.2	49.7		58.9	53.7
Associates	9.7	8.9		8.3	8.9

**2006 GSS: Flexibility and OT work (Employed): Salary vs. Hourly and Other** n=1687

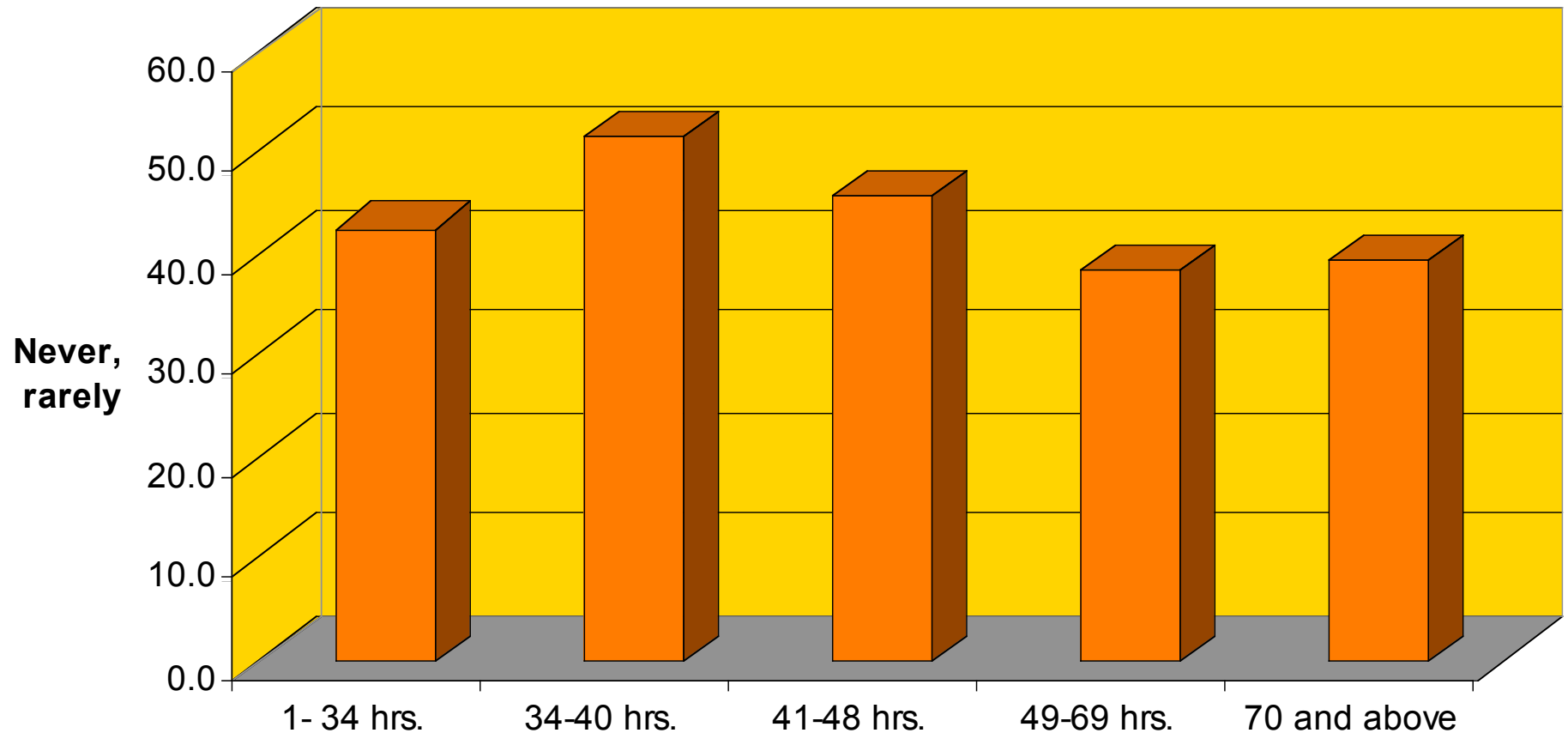
	<b>Salaried</b> n=871	<b>Hourly</b> n=606	<b>Other</b> n=198	
<b>CHNGTME (%)</b>				
Often	<b>44.8%</b>	<b>20.0%</b>	69.2%	
Sometimes	19.6	18.3	12.6	
Rarely	12.0	19.1	6.8	
Never	<b>23.2</b>	<b>42.4</b>	8.9	
<b>FAMWKOFF</b>				
Not at all hard	42.6%	32.8%	50.7%	
Not too hard	39.6	14.2	22.1	
Somewhat hard	33.1	16.0	14.1	
Very hard	9.4	11.5	12.5	
<b>MUSTWORK (%)</b>	<b>24.9</b>	<b>27.0</b>	19.8	
<b>MOREDAYS = ZERO</b>	<b>25.2%</b>	<b>42.0%</b>	33.7%	
Mean Hours if >0	9.5	<b>10.8</b>	<b>7.6</b>	11.9

**Salaried workers:**

work more than **3 hours per month** more in OT than hourly workers;

**But they are much more likely to be able to change their starting/ending times, and are slightly less likely to face OT that is mandatory in nature.**

## Ablity to Change Starting/Quitting Time



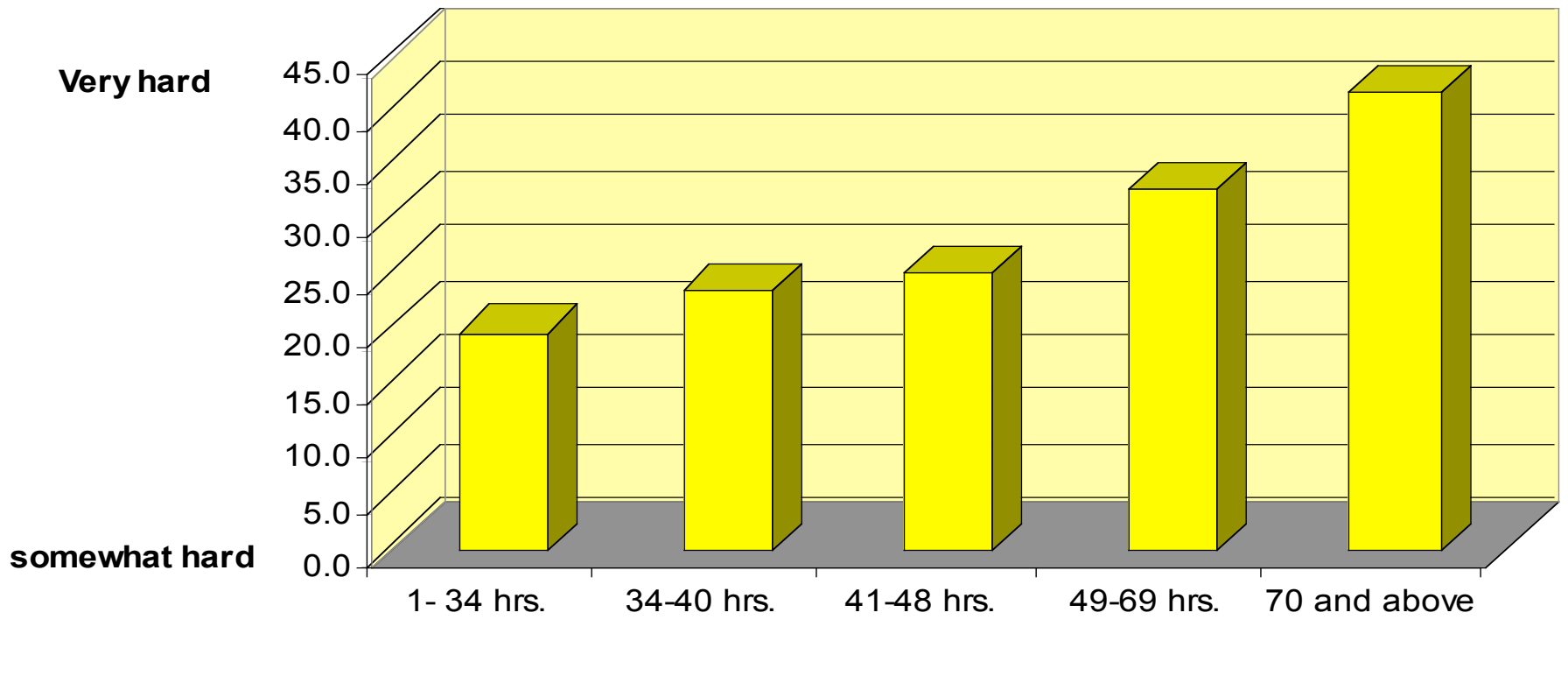
***Weekly Hours and Flexibility: People working a standard 40 hours a week are LESS FREQUENTLY able to change their daily schedule than people working beyond 40 (also, those working part-time)***

*Authors' calculations from: James Grosch, Claire C. Caruso, Roger R. Rosa and Steven Sauter, 2006, Long Hours of Work in the United States: Associations with Demographic and Organizational characteristics, Psychosocial Working Conditions and Health*



## Effects of Hours Duration, cont'd

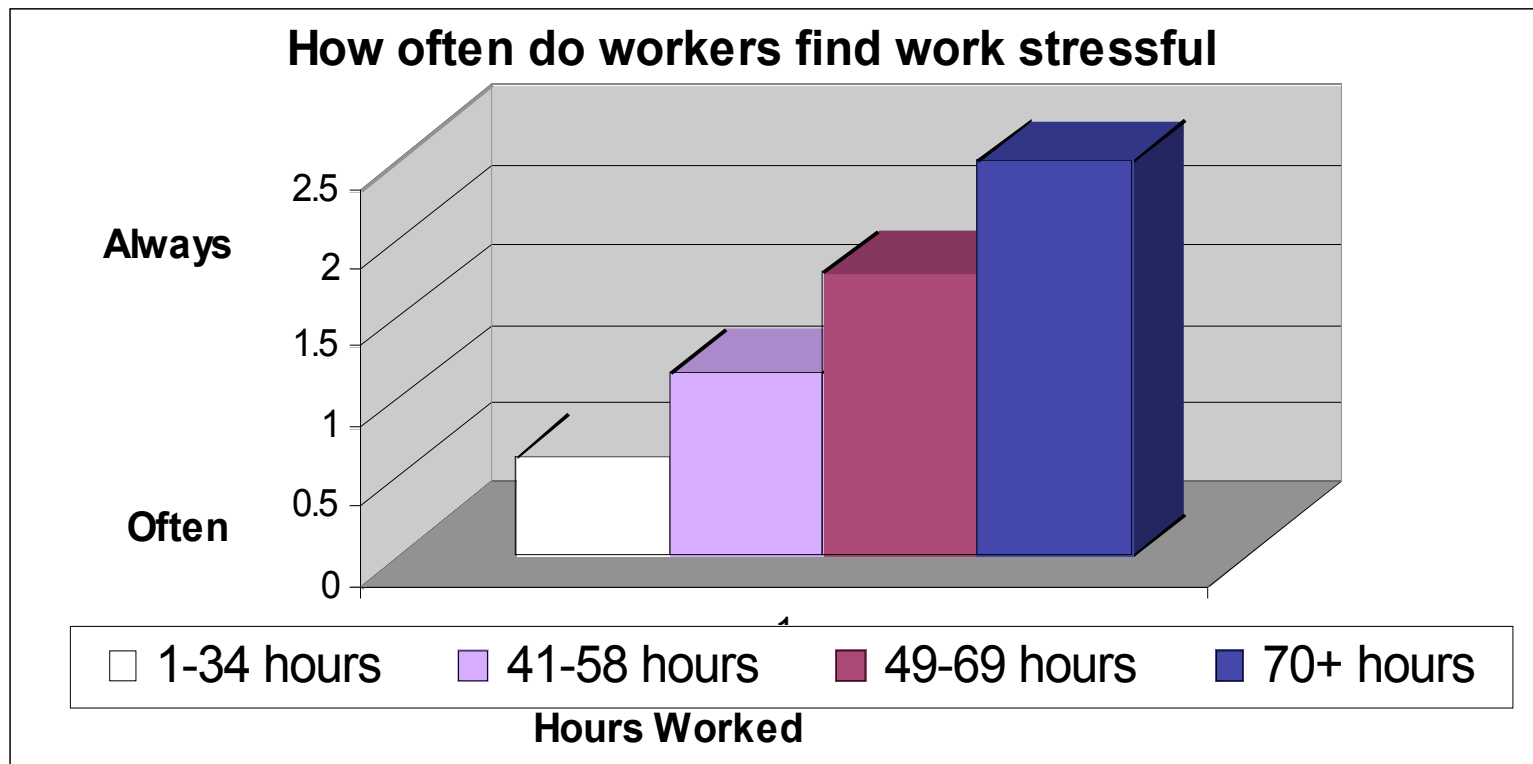
### Is it Difficult to Take Time Off?



**People who work more hours find it harder to take time off compared to those who work fewer hours**

Adapted by authors from: James Grosch, Claire C. Caruso, Roger R. Rosa and Steven Sauter, *Long Hours of Work in the United States: Associations with Demographic and Organizational characteristics, Psychosocial Working Conditions and Health*

# Effects: So not surprisingly...

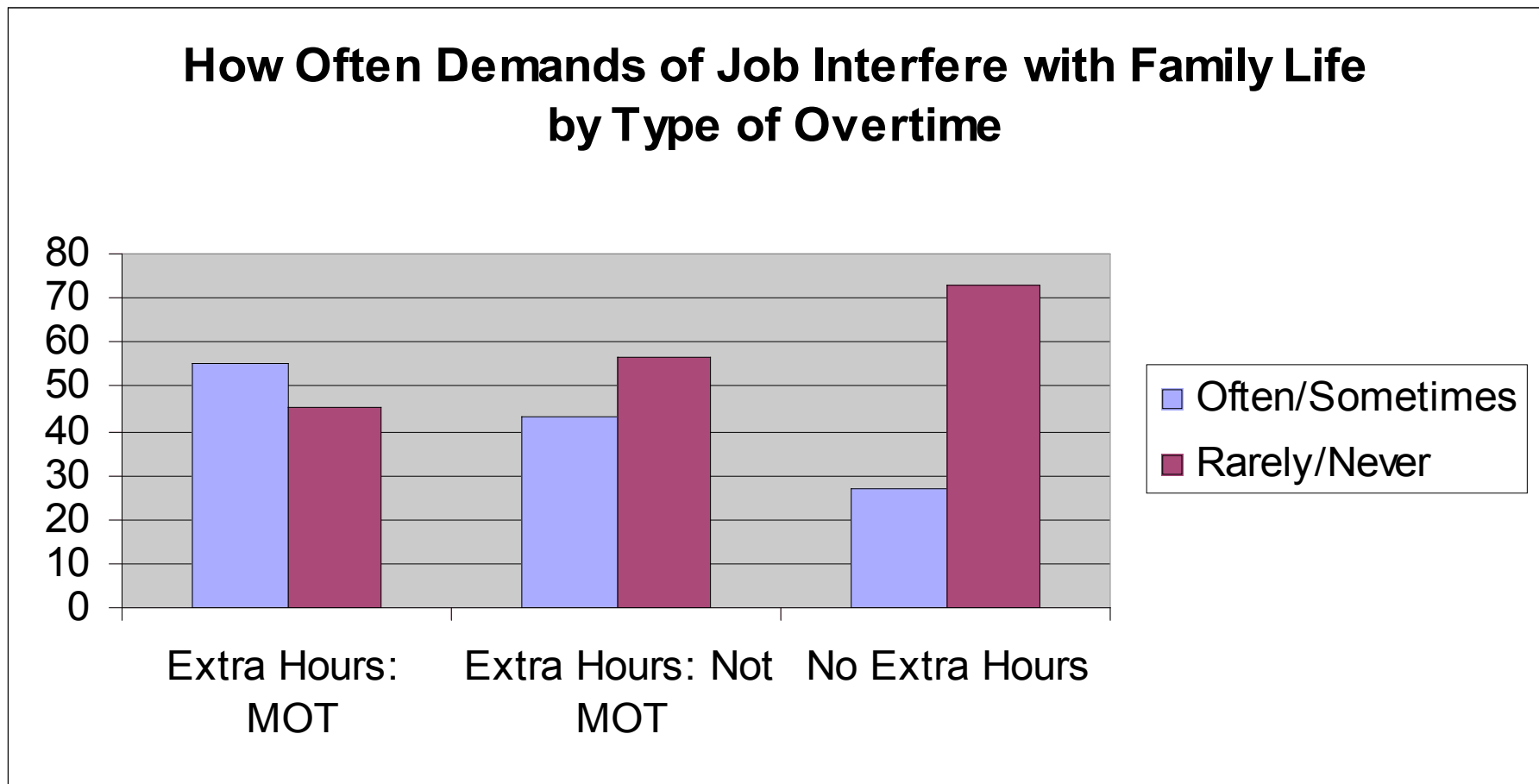


There is a clear linear relationship between work stress and # of hours per week.

Effects on Work-Life: **Salaried** workers face more work stress and somewhat more frequent WF interference, but not greater daily fatigue, GSS QWL 2006:

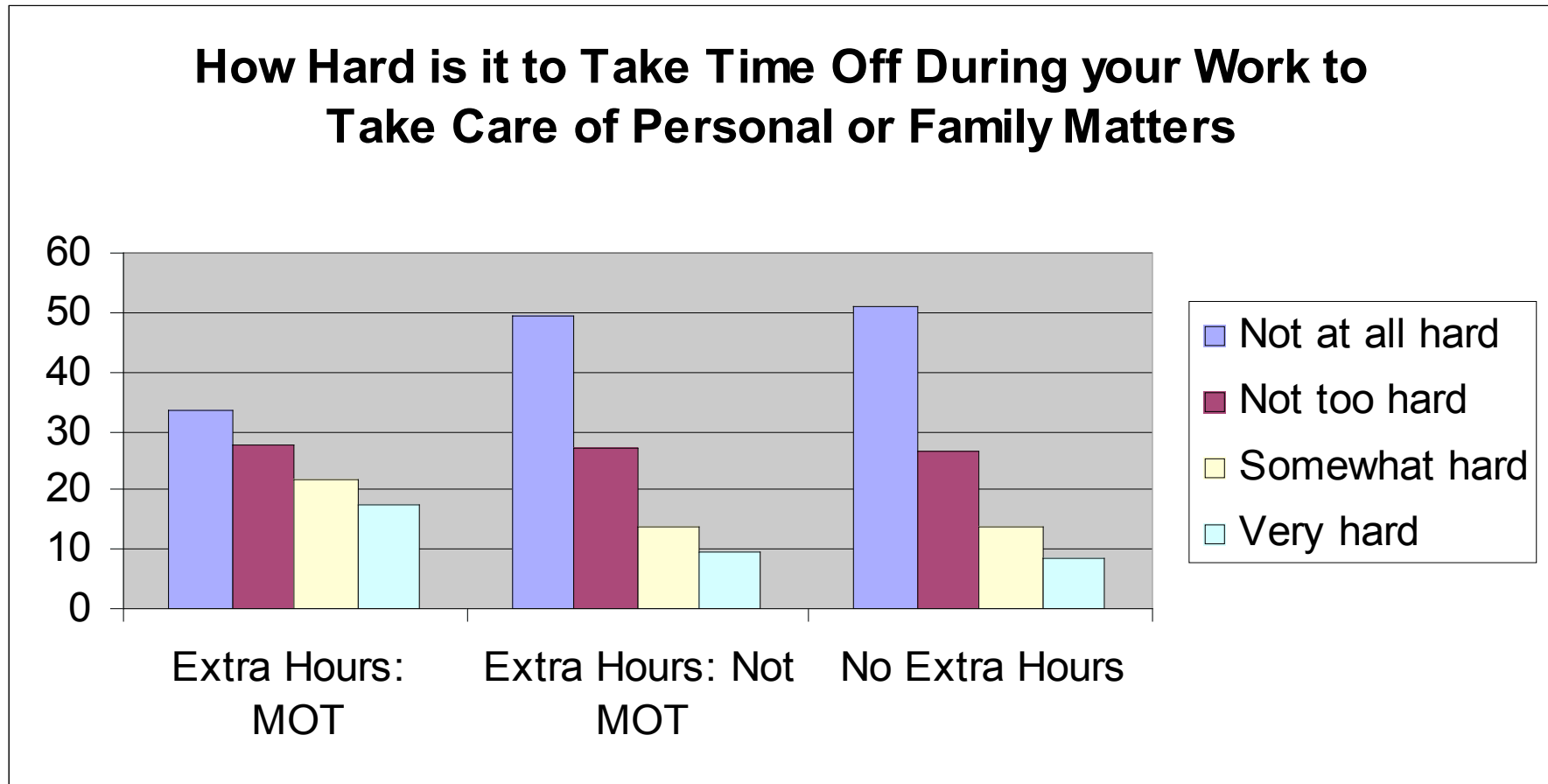
	Salaried n=606	Hourly n=871
<b>STRESS: How often do you find work stressful? (%)</b>		
Always	10.9%	10.6%
Often	21.2	20.1
Sometimes	<b>50.6</b>	<b>40.3</b>
Hardly ever	<b>13.5</b>	<b>21.0</b>
Never	<b>3.7</b>	<b>7.8</b>
<b>WKVSFAM: How often do demands of job interfere with family life? (%)</b>		
Often	10.3%	10.0%
Sometimes	38.2	26.6
Rarely	32.9	28.5
Never	<b>18.2</b>	<b>35.0</b>
<b>USEDUP: How often during past 30 days felt used up at end of day? (%)</b>		
Very often	19.2%	19.3%
Often	20.9	23.2
Sometimes	38.0	34.7
Rarely	17.1	15.6
Never	4.8	7.1

# Mandatory OT exacerbates Work-Life Interference



Striking contrast between those whose work mandatory OT, voluntary OT and no OT

## When OT is required, it inhibits workers' flexibility to take short term time off



# OT Inflexibility compounds adverse effects of both working extra and facing MOT

	<b>Extra Hours: MUSTWORK=yes n=341</b>	<b>Extra Hours: MUSTWORK=no n=766</b>	<b>No extra hours MUSTWORK=yes n=94</b>	<b>No extra hours MUSTWORK=no n=452</b>
<b>STRESS: How often do you find work stressful?</b>				
Always	<b>14.6%*</b>	10.7%	2.7%*	8.2%
Often	24.7	23.0	19.6	14.1
Sometimes	44.3	45.3	46.9	41.0
Hardly ever	12.4*	16.1	26.9	25.5
Never	3.7	4.9	3.9**	11.0
<b>WKVSFAM: How often do demands of job interfere with family life? (%)</b>				
Often	<b>18.9%**</b>	10.8%	<b>11.5%**</b>	3.8%
Sometimes	38.2	38.0	29.1*	18.4
Rarely	24.6*	30.1	33.5	33.4
Never	18.3	20.7	25.9**	44.4
<b>USEDUP: How often during past 30 days felt used up at end of day?</b>				
Very often	<b>26.6%*</b>	18.2%	11.0%	15.9%
Often	24.1	21.8	20.2	20.5
Sometimes	31.8**	38.3	45.2*	32.0
Rarely	11.4*	15.7	15.4*	23.0
Never	5.7	6.0	8.2	8.5

# ...but flexible schedules and short term flexibility reduces adverse consequences

	CHNGTME Often & Sometimes	CHNGTME Rarely & Never	FAMWKOFF Not hard & not too hard	FAMWKOFF Somewhat and very hard
	n=895	n=774	n=1228	n=441
<b>STRESS: How often do you find work stressful?</b>				
Always	9.5%	11.4%	8.0%**	17.9%
Often	20.6	20.7	18.7**	25.8
Sometimes	46.0*	41.7	45.1*	40.0
Hardly ever	16.8*	20.5	20.5**	13.4
Never	7.1	5.4	7.5**	28.8
<b>WKVSFAM: How often do demands of job interfere with family life? (%)</b>				
Often	10.9%	10.3%	<b>6.6%**</b>	22.0%
Sometimes	34.5**	28.2	<b>28.8**</b>	39.2
Rarely	31.0	29.4	<b>33.0**</b>	23.4
Never	<b>23.4**</b>	32.1	<b>31.6**</b>	15.4
<b>USEDUP: How often during past 30 days felt used up at end of day?</b>				
Very often	<b>16.6%*</b>	<b>21.5%</b>	15.6%**	28.3%
Often	22.4	21.4	20.8*	25.3
Sometimes	36.8	34.0	36.9**	31.0
Rarely	17.0	16.5	18.5**	12.2
Never	7.1	6.4	8.0**	3.2

Multinomial Estimation

FAMWKOFF: How hard is it to take time off during your work to take care of personal or family matters?

**INVOLUNTARINESS SEEMS TO MATTER MORE THAN WORKING OT PER SE**

n=1766	2-Not too hard	3-Somewhat hard	4- Very hard
	Coefficient (SE)	Coefficient (SE)	Coefficient (SE)
MOT	<b>+0.47** (0.16)</b>	<b>0.99** (0.18)</b>	<b>1.17** (0.20)</b>
SALARY	-0.11 (0.15)	-0.24 (0.18)	-0.17 (0.21)

Category 1: Not at all hard is the comparison group. \*\* P< .01 \*P< .10

LR chi2(135) =250.19, Prob > chi2 =0.0000, Pseudo R2 = 0.0574 n=1766

Multinomial logistic regressions include controls for respondent's male, nonwhite, income, age, insmsa, marital status, job tenure, occupation and industry.

	2-Not too hard	3-Somewhat hard	4- Very hard
	Coefficient (SE)	Coefficient (SE)	Coefficient (SE)
NOT MOT	-0.20 (0.12) <b>-0.35* (0.15)</b>	<b>-0.43* (0.1)</b>	
SALARY	-0.09 (0.15)	-0.17 (0.18)	-0.10 (0.21)

Pseudo R2 = 0.0482

	2-Not too hard	3-Somewhat hard	4- Very hard
	Coefficient (SE)	Coefficient (SE)	Coefficient (SE)
NO OT	-0.09 (0.13) <b>-0.31* (0.16)</b>	<b>-0.50** (0.19)</b>	
SALARY	-0.10 (0.15)	-0.22 (0.18)	-0.14 (0.21)

Note: Standard contract employees have an easier time than nonstandard workers.



## Multinomial Estimation--USEDUP:

How often during the past month have you felt used up at the end of the day?

	1-Very Often Coefficient (SE)	2-Often Coefficient (SE)	4- Rarely Coefficient (SE)	5-Never Coefficient (SE)
<b>MOT</b>	<b>+0.28*</b> (0.17)	-0.03 (0.17)	-0.16 (0.19)	<b>-0.67*</b> (0.33)
SALARY	0.01 (0.17)	0.07 (0.16)	0.03 (0.18)	<b>-0.70*</b> (0.29)

Category 3: Sometimes is the comparison group. \*\* P< .01 \*P< .10

LR chi2(172) = 301.90, Prob > chi2 = 0.0000, n=1766, Pseudo R2 = 0.0567

*Multinomial logistic regressions include controls for respondent's income, gender, race, age, insmsa, marital status, job tenure, occupation and industry.*

	1-Very Often	2-Often	4- Rarely	5-Never
<b>NOT MOT</b>	-0.08 (0.15)	0.17 (0.14)	-0.04 (0.15)	<b>-0.66**</b> (0.24)
SALARY	0.02 (0.17)	0.06 (0.16)	0.03 (0.18)	-0.66* (0.29)

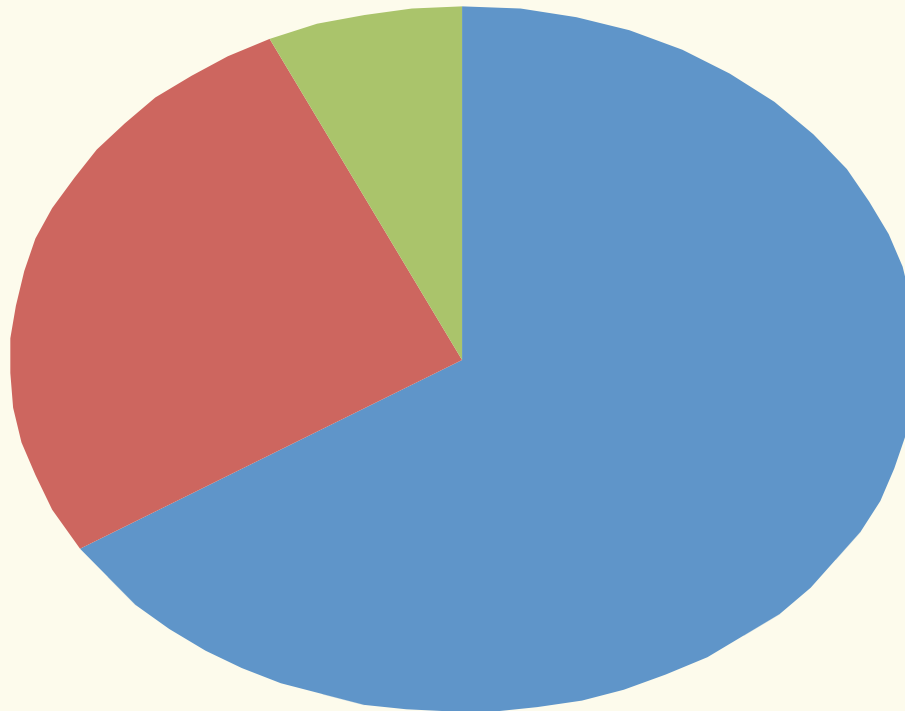
Pseudo R2 =0.0570

	1-Very Often	2-Often	4- Rarely	5-Never
<b>NO OT</b>	-0.15 (0.16)	-0.16 (0.15)	0.18 (0.16)	<b>+0.78**</b> (0.22)
SALARY	0.01 (0.17)	0.05 (0.16)	0.04 (0.18)	-0.64* (0.29)

# Overemployment Rates

- CPS 2001 = 7.6%
- GSS 2006:
  - 6% fewer hours/less money
  - 30% longer hours/more money
  - 64% same hours/same money

## Preference for ho



**Overall—66% were satisfied with current level of hours, 27% wanted more hours, and 7% felt overemployed.**

■ satisfied

■ more hours

■ overemployed

**Table 2.**  
**Hours Preference by Workers' Demographic Characteristics**

	<b>Same hours</b>	<b>Fewer hours</b>	<b>More hours</b>	<i>Number of cases</i>	<b>Mismatch Ratio</b>
Total	65.8	6.94	27.25	42956	<i>0.52</i>
Usually Full Time	67.0	<b>7.4</b>	25.6	25098	<i>0.49</i>
Male	64.7	5.4	30.0	21897	<i>0.55</i>
Female	67.0	8.6	24.3	21059	<i>0.49</i>
Female -- Usually Full Time	69.6	<b>10.1</b>	20.3	11048	<i>0.44</i>

**Source: CPS, May 2001 Supplement on Work Schedules**

Note: the mismatch ratio is the ratio of hours-constrained to hours-satisfied.

The overemployment ratio is the overemployment rate divided by the underemployment rate.

## Table : Hours Preferences by #Hours

Actual Hours Worked (Weekly)	Same	Fewer hours	More	#cases	Mismatch Ratio	Overemployment Ratio
15 to 29	60.3	6.0	33.7	2404	0.66	0.18
30 to 34	58.9	8.1	33.1	1989	0.70	0.24
35 to 39	64.0	7.7	28.3	2179	0.56	0.27
40	69.8	5.6	24.5	12961	<b>0.43</b>	<b>0.23</b>
41 to 48	66.6	8.1	25.3	4015	0.50	<b>0.32</b>
49 to 59	69.7	<b>9.6</b>	20.6	3745	0.43	<b>0.47</b>
60+	66.1	<b>13.3</b>	20.7	2354	0.51	<b>0.64</b>

## Table : Hours Preferences by Earnings Levels

Weekly Earnings	Same	Fewer	More	# cases	Mismatch Ratio	Overemployment Ratio
<b>Male</b>	67.1	5.6	27.4	3877		
< 150	63.0	4.6	32.4	51	0.59	0.14
150-199	43.1	0.0	56.9	37	1.32	0.00
200-249	36.0	2.8	61.2	70	1.78	0.05
250-299	44.9	2.7	52.5	127	1.23	0.05
300-399	52.2	4.8	43.0	297	0.92	0.11
400-499	60.1	2.7	37.2	410	0.66	0.07
500-599	63.9	4.8	31.3	448	0.56	0.15
600-749	69.8	5.0	25.3	564	0.43	0.20
750-899	68.5	<b>7.8</b>	23.7	501	0.46	0.33
900+	76.2	<b>6.8</b>	17.0	1372	0.31	0.40
<b>Female</b>	68.5	10.0	21.6	3773	0.46	0.46
< 150	62.4	2.2	35.4	126	0.60	0.06
150-199	66.3	2.5	31.1	94	0.51	0.08
200-249	56.0	4.5	39.6	122	0.79	0.11
250-299	63.4	4.1	32.6	165	0.58	0.12
300-399	68.8	5.0	26.2	350	0.45	0.19
400-499	68.5	<b>7.8</b>	23.8	382	0.46	0.33
500-599	73.8	<b>9.1</b>	17.2	336	0.36	0.53
600-749	70.4	<b>13.8</b>	15.8	330	0.42	0.88
750-899	76.0	<b>12.7</b>	11.4	266	0.32	<b>1.11</b>
900+	67.6	<b>20.9</b>	11.4	413	0.48	<b>1.33</b>

**Table :**  
**Detailed Occupational Classifications with Higher than Average Rates of Overemployment**

<b>Occupation</b>	<b>Over-employment Rate</b>	<b>Over-employment Ratio</b>	<b>Mean Usual Hours in main job</b>	<b>Number of cases</b>
Health diagnosing occs.	20.1	1.87	43.6	215
Lawyers and judges	14.3	0.88	44.3	223
Natural Scientists	12.4	0.71	40.9	171
Health assessment and treatment occs.	11.8	0.89	34.8	1122
Other executive, admin. & managerial	11.0	0.68	41.6	4237
Engineers	9.5	0.56	40.7	784
Management related occupations	9.5	0.51	39.3	1701
Supervisors, Administrative Support occs.	9.4	0.40	40.4	257
Health technologists and technicians	9.2	0.43	35.4	618
Mathematical and computer scientists	9.1	0.53	40.5	719
Computer equipment operators	8.9	0.64	37.7	128
Supervisors and proprietors, sales occs	8.9	0.44	41.6	1245
Secretaries, stenographers, and typists	8.9	0.52	35.5	1002
Sales reps, finance and business serv.	8.8	0.35	38.7	781
Technicians, exc. Health,,engin .& science	8.3	0.49	36.9	490
Teachers, college and university	8.2	0.50	33.1	363
Financial records processing	8.0	0.36	34.8	669
Other professional specialty occs.	7.9	0.42	36.1	1553
Teachers, except college and university	7.9	0.39	36.1	1926
Other admin support, inc. clerical	7.2	0.27	34.8	3944
Sales reps, commodities, exc. retail	7.2	0.36	39.5	519

## Detailed Industry Classifications with Greater than Average Rates of Overemployment

### Ranked

Industry	Overemployment rate	Overemployment ratio	<i>Number of cases</i>
Mfg-Toys/Amusement & Sporting Goods	12.6	0.62	50
<b>Utilities &amp; Sanitary Services</b>	10.6	0.55	518
<b>Hospitals</b>	10.6	0.59	1848
<b>Other Professional Services</b>	9.5	0.51	1860
Mfg-Paper & Allied Products	9.4	0.43	216
Mfg-Professional & Photo Equip, Watches	9.1	0.45	254
Insurance And Real Estate	9.0	0.38	1372
Health Services, Exc. Hospitals	8.7	0.37	2165
Other Public Administration	8.0	0.46	797
Mfg-Printing, Publishing & Allied Inds	7.9	0.31	581
Wholesale Trade	7.9	0.30	1666
Communications	7.8	0.34	781
Educational Services	7.8	0.33	4148
Mfg-Chemicals & Allied Prods	7.6	0.35	436
Mfg-Machinery, Ex Electrical	7.6	0.31	860
Banking And Other Finance	7.4	0.36	1379
Mfg-Electrical Machinery, equip Supplies	7.3	0.29	707
Mfg-Textile Mill Prods	7.3	0.23	165
Transportation	7.0	0.27	2045



Overemployment rises at longer hours;  
Overemployment (and all mismatches, which includes underemployment) is lowest at 40.

Actual Hours Worked (Weekly)	Same	Fewer hours	More	#cases	Mismatch Ratio	Overemployment Ratio
15 to 29	60.3	6.0	33.7	2404	0.66	0.18
30 to 34	58.9	8.1	33.1	1989	0.70	0.24
35 to 39	64.0	7.7	28.3	2179	0.56	0.27
40	69.8	5.6	24.5	12961	<b>0.43</b>	<b>0.23</b>
41 to 48	66.6	8.1	25.3	4015	0.50	<b>0.32</b>
49 to 59	69.7	9.6	20.6	3745	0.43	<b>0.47</b>
60+	66.1	13.3	20.7	2354	0.51	<b>0.64</b>

# Summary of results:

- Overemployment is concentrated among workers with certain personal and job characteristics, burdening **women, mothers with pre-school children, enrolled students.**
- Overemployment is positively associated with exempt jobs: managerial, scientist and health professions, engineers and some technicians, and in industries such as health care, utilities and transportation.
- Overemployment is higher for workers with long workweeks.
- Having a flexible daily schedule:
  - **If informally arranged, reduces the likelihood of overemployment, but access to formal flexitime actually raises overemployment**

# Hourly Pay Status and Workers' Hours Satisfaction: CPS 2001 ORG sample

Being paid by the hour rather than a salary:

- Reduces the desire for fewer hours, at least among women (by 4% greater likelihood), but much of this is attributable to the relatively lower average hours worked by hourly vis-à-vis salaried workers.
- Strongly increases (by 9%) the desire for more hours (income), even when controlling for one's level of weekly hours, occupation, industry, etc.
- workers are far (by 7%) less likely to be satisfied with their existing number of hours than are salaried workers.

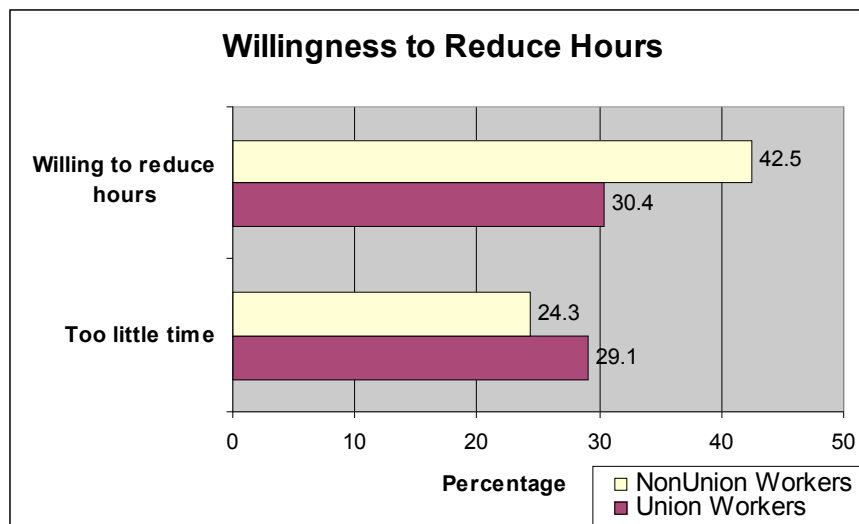
Moreover, Women more likely than Men to prefer Same Hours.

Those working 40 hours exactly most satisfied, but long hour workers also satisfied. Workers with flexible start and end times are LESS likely to prefer the same hours.

## Having Variable workweeks length:

- Reduces the likelihood that one is satisfied with their weekly hours, at least among part-timers.

WIA, 2003: Higher willingness to reduce hours, and a quarter of the sample identifies too little time as their main problem regarding work

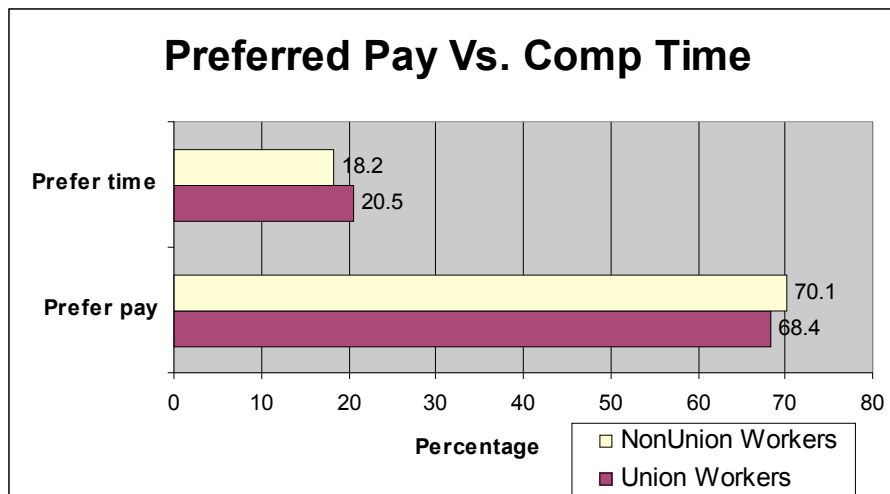


**Conflicting Findings re: Overemployment rates—WIA survey:**

Among union workers, 30 percent and among nonunion workers, 42 percent would select a proportional “**reduction** in both **hours** and pay...at this point in your life.”

Differences with CPS and GSS question wording probably account for vastly different rates found

WIA Survey: “If you had a choice, would you rather be paid time-and-a-half for overtime hours or get time-and-a-half (time) OFF for the OT you work?”



- a larger number (31%) would prefer comp time off if they were now **NOT** paid for their extra hours vs. only **20%** who **are** paid for their extra hours;
- Workers in “**exempt**” type occupations were more than 10 percent **more likely to prefer comp time** than those in “nonexempt” type positions.

## WIA Survey: Demographic and other Factors

- **Women** prefer comp time somewhat more than men (25% vs. 19%);
- Having **children** or not made no difference in their preference for comp time vs. pay;
- Those with less than 20 **Vacation Days** were slightly more receptive to having comp time rather than pay.
- Those who report “too little money” as their major problem at work were more likely to prefer pay than comp time (26% vs. 18%);
  - Those who report having “too little time” as their main problem at work are much more likely (38% vs. about 25%) to have **mandatory overtime work** as opposed to either voluntary or no overtime at all.

**WIA, 2002:**

...option to take extra time-off without pay, beyond paid vacation, yes:

	<b>paid by hour</b>	<b>receive a salary</b>	<b>Total</b>
<b>Have the option?</b>	<b>30.93</b>	<b>35.41</b>	<b>32.18</b>
<b>Ever used the option?</b>	<b>50.30</b>	<b>35.14</b>	<b>45.64</b>
<b>If this option were available to you, would seriously consider using at this point in your life?</b>	<b>51.09</b>	<b>47.74</b>	<b>50.18</b>

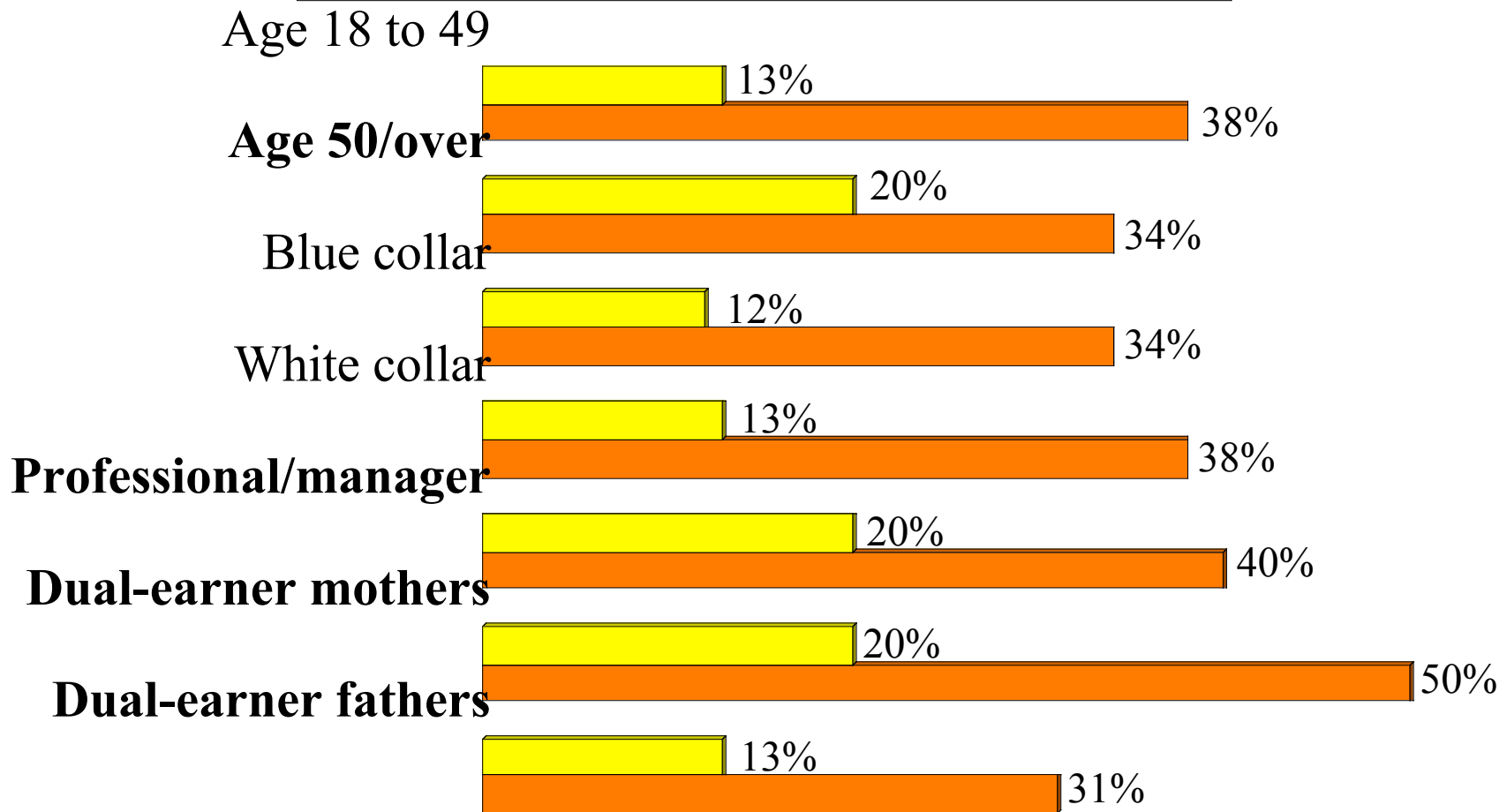
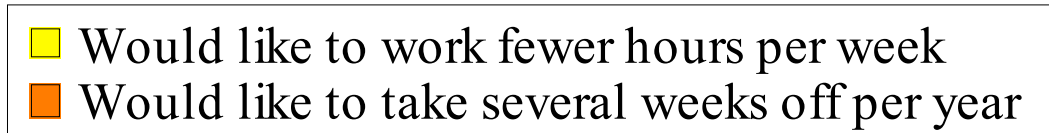
Salaried workers have a bit more of this option, but a lower proportion have used it or would use it.



Peter Hart Research for Sloan Foundation,  
*Imagining the Future of Work,*

- Sample = 1,106 adults, Dec. 2002,

# Interest In Reduced Work is higher among dual earner couples, older workers

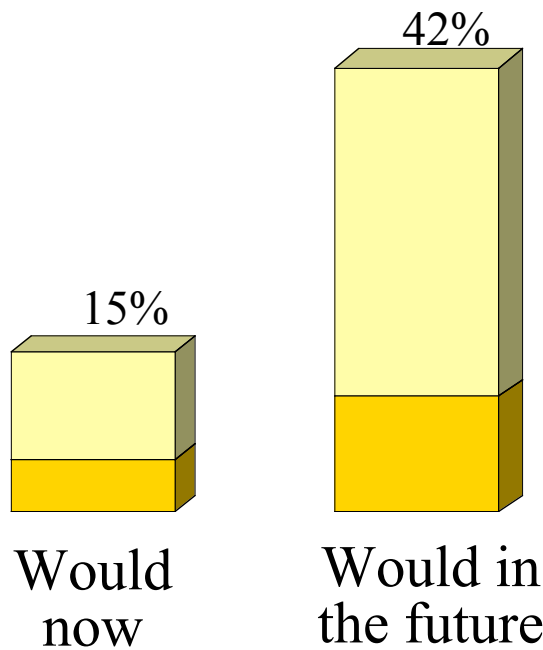


# Hart and Research Associates, 2002-03:

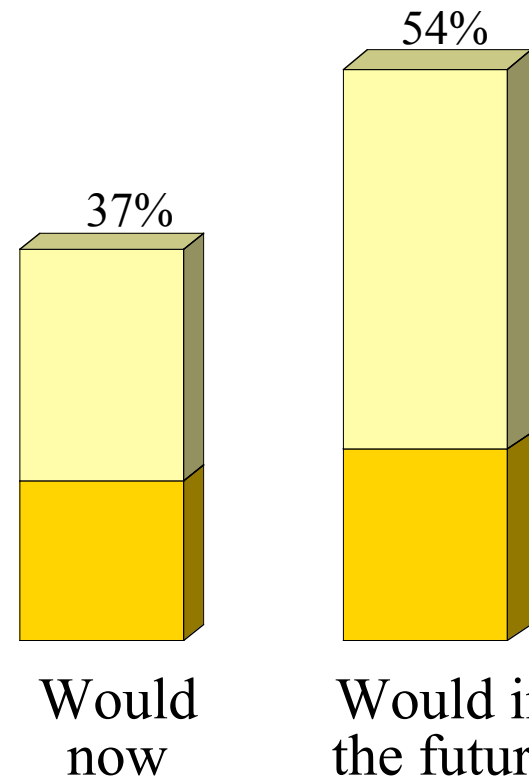
## Would You Use Options?

■ Definitely would choose    ■ Probably would choose

### Work Fewer Hours Per Week/Less Pay

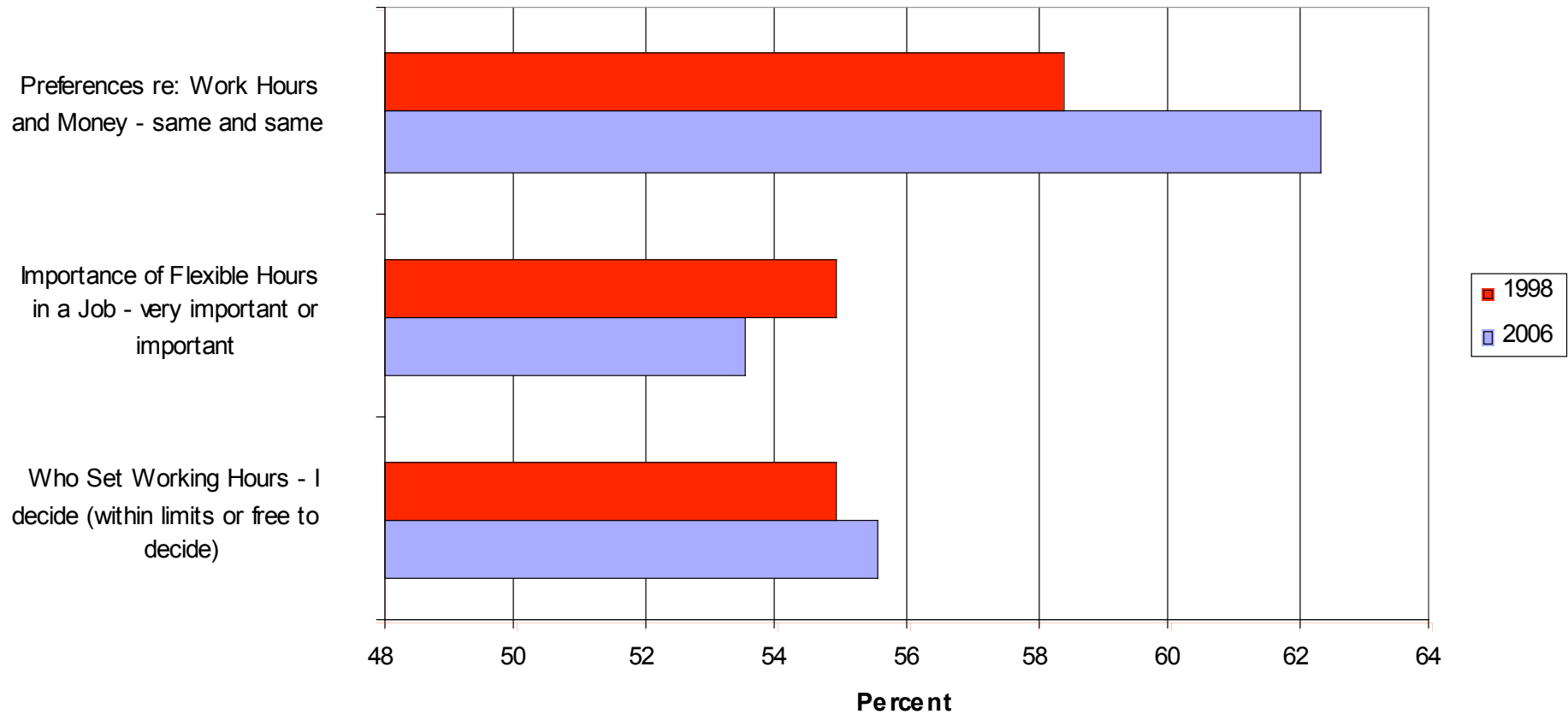


### Take Several Weeks Off Per Year/Less Pay



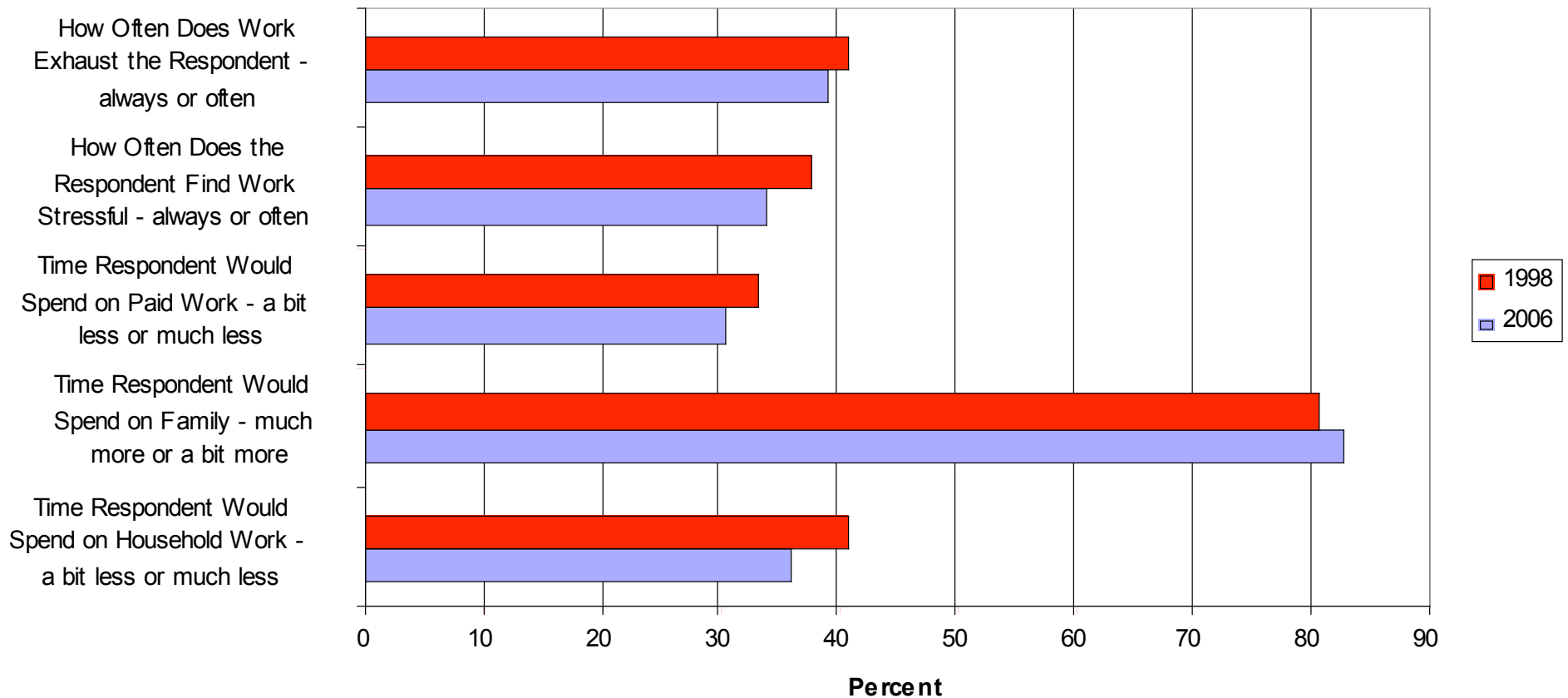
Work 20% fewer hours for 20% reduction pay/benefits? = 5% now, 15% in future

## GSS ISSP 2006: Key Time Trends



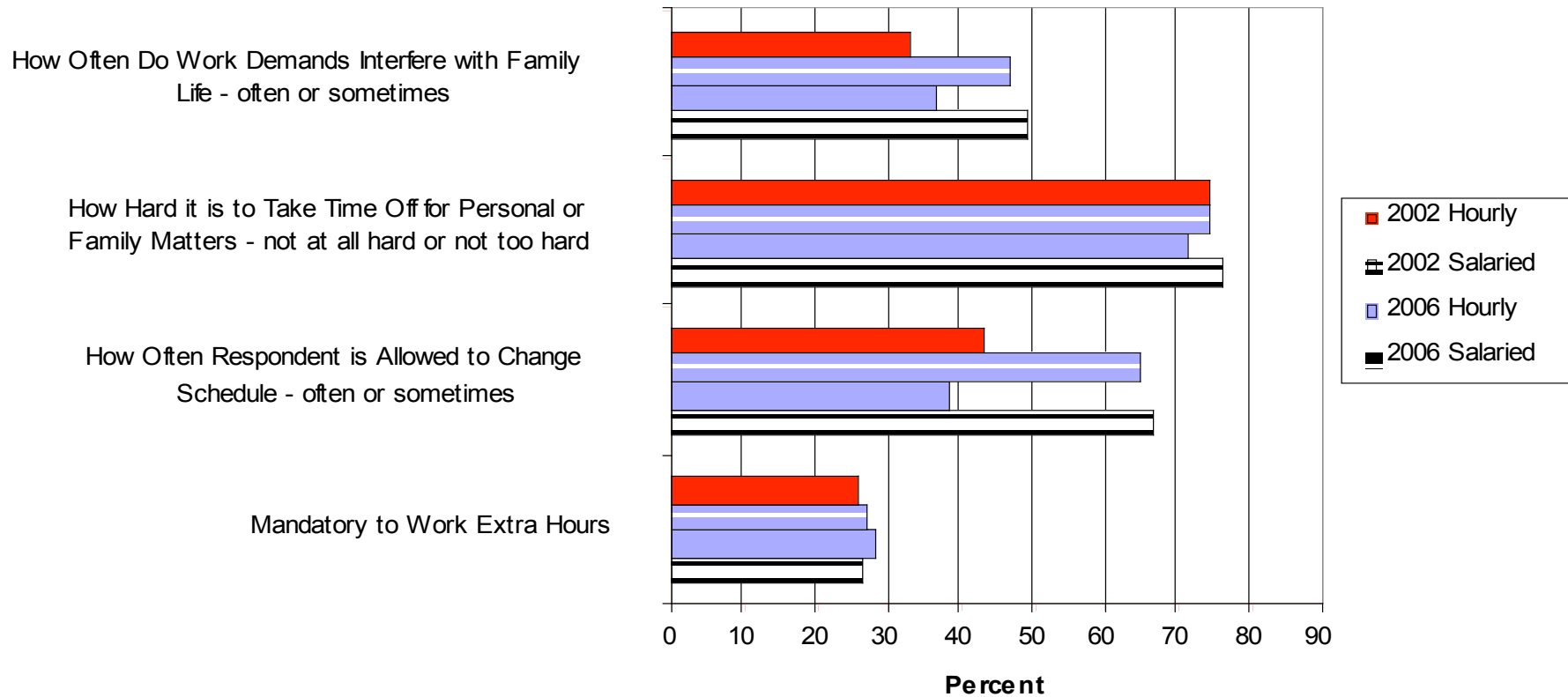
Somewhat of a gain in individual discretion to set own hours, and perhaps as a result, preferences for “same hours” have risen.  
However, a surprising drop in the rated importance of having flexible hours.

## GSS ISSP Time Trends (cont.)



Some interest growing in re-allocating time toward time with family

# GSS QWL Time Trends, 2002 to 2006



Salaried workers' advantage in FWA's seems to be widening, with hourly workers losing some ground...although both groups report increased WF interference

Aspect of Flexibility	Survey	Estimates	
		Type	Amount
Daily Work Schedule and Flexibility	NSCW 2002	Demand	79.0%
	CPS 2004	Access	27.5%
	NCP 2007	Use	
		Exempt	69.8%
		Non-Exempt	58.9%
		<b>Status Gap</b>	10.9%
	GSS 2006	Access	
		Exempt	45.7%
		Non-Exempt	19.8%
		<b>Status Gap</b>	25.9%
NSE 2008	Access	79.0%*	
NSE 2008	Access	32.0%	
NSE 2008	Access	38.0%	
Hours and Overtime Work Control	NSCW 2002	Access	35.0%
	WIA 2003	Access	42.9%
	GSS 2006	Use	
		Exempt	26.0%
		Non-Exempt	28.3%
	<b>Status Gap</b>	2.3%	
NSE 2008	Access	27.0%	
Opportunities to Take Time off - Short-term	NSCW 2002	Demand	52.0%
	NSE 2008	Demand	64.0%
	WIA 2003	Demand	29.8%
	WIA 2003	Use	46.1%
	WIA 2003	Access	50.3%
		<b>Excess Demand</b>	<b>20.5%</b>
	<b>Implementation Gap</b>	<b>53.9%**</b>	

## Best Questions (cont.)

Aspect of Flexibility	Survey	Estimates	
		Type	Amount
Satisfaction with Work Hours	CPS 2001	Demand	7.6%
	NSCW 2002	Demand	6.0%
	GSS 2006	Demand	
		longer hours/more money	31.0%
		same hours/same money	64.0%
fewer hours/less money	5.6%		
Options for Reduced Hours	WIA 2003	Demand	34.0%
	WIA 2003	Demand	31.6%
Opportunities for Flexible Location	NSE 2008	Access	47.0%***
	NSE 2008	Access	27.0%
	NSCW 2002	Access	9.4%
	NSE 2008	Access	50.0%
	NSE 2008	Access	23.0%
Flexibility for Personal/Family Matters	GSS 2006	Access	
		Exempt	76.2%
		Non-Exempt	71.1%
	<b>Status Gap</b>	<b>5.1%</b>	
	NSE 2008	Access	73.0%
NSE 2008	Access	77.0%	

\*This is up from 68% in 1998.

\*\*Some of these workers may have felt some constraint regarding the use of this option; others may have simply chosen not to use the option.

\*\*\*This is down from 57% in 1998.



For example, Gap WIA:

whereas 50% would “seriously consider using” the option labeled “**Unpaid time off with lost pay spread over the year,**” only 29% have that option available to them, making gap = 21%.

# Key findings: FWAs and Gaps

Availability of FWA's seem to be growing somewhat, especially flexible daily schedules, but not much recently nor equivalently across the board by occupation or industry.

Salaried workers generally have relatively more scheduling flexibility, hours options and leave options than hourly workers, especially in daily work scheduling;

Salaried workers tend to be more time constrained and thus prefer reduced hours whereas hourly workers are focused much more on increased income;

Recent growth in access to FWAs has occurred almost exclusively among salaries workers, in fact some trending downward for hourly workers;

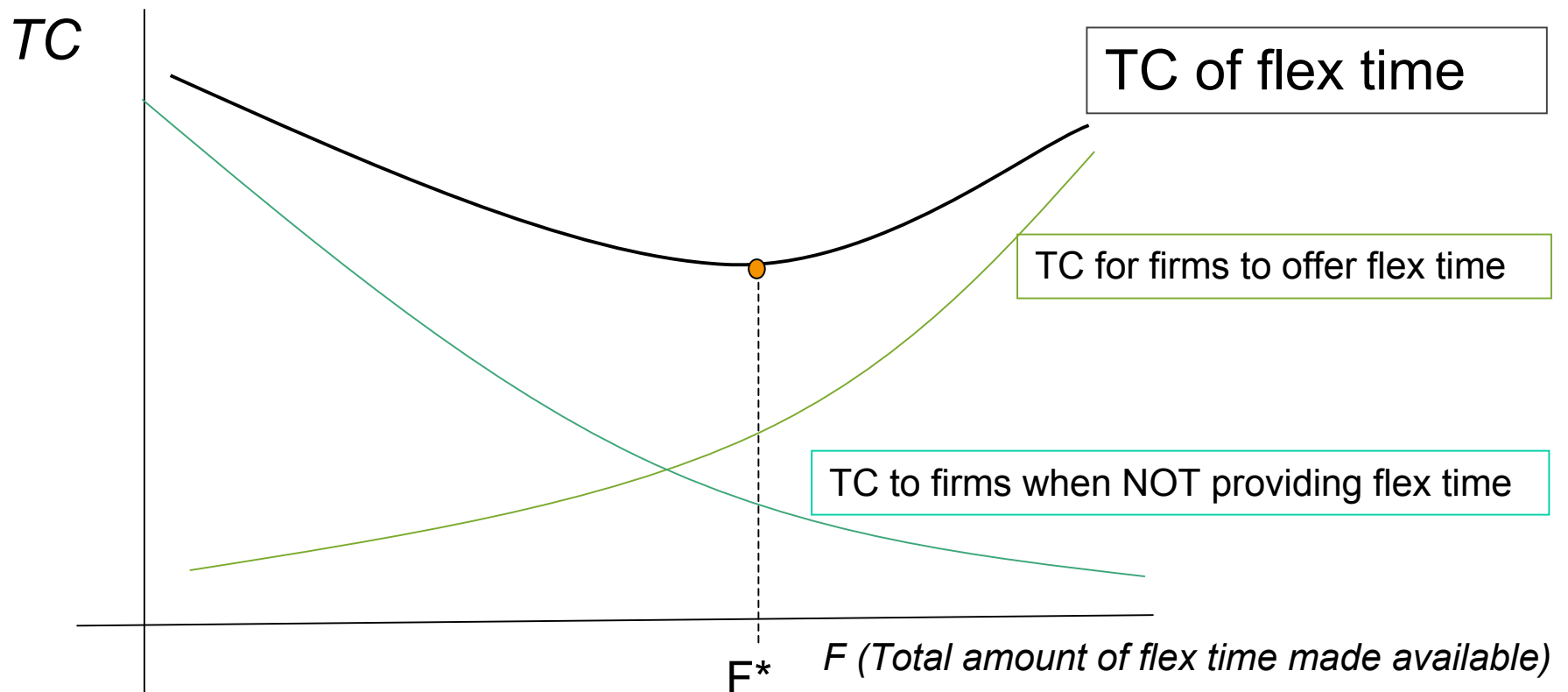
Salaried or hourly status seems to have little impact on the likelihood that a worker faces variable, (unpredictable) weekly hours.

Salaried status does not protect workers very much from being required to work OT.

The involuntary nature of overtime (OT) hours seems to matter more the working OT per se, for work-family related consequences. The fatigue consequences of mandatory overtime work are mitigated by being on salaried status.

Making hourly paid jobs more flexible is probably judged by employers to either cost more or return less, thus requires some sort of subsidy to induce employers to offer and implement.

# Economics: Aggregate Total Cost (TC) of providing more FWA's



= Minimum TC point = optimal amount of flex time provided

... at perhaps less than all the 80 percent of the work force that now wishes it

## Implications for Policy Focus

- Subsidize initial cost of converting employers to low-cost (lowest hanging fruit) flexibility options, such as scheduling flexibility;
- Incentivize movement between full-time and part-time hours (which has been declining (FWI, 2008)), by pro-rating benefits for part-time positions.
  - **Since greater flexibility is not associated with reduced overemployment.**
- How to institute Compensatory Time (comp time) for EXEMPT workers, whose hours are not formally tracked, but where demand exists?

Reminder: Why control over the timing of work is important policy issue...

- “...*human beings come into this world with a **passion for control**...apparently, gaining control can have a **positive impact on one’s health and well being**, but losing control can be worse than never having had any at all.”  
(Daniel Gilbert, *Stumbling on Happiness*, 2006: 21-22.)*

Final scene of “rockumentary” movie

*This Is Spinal Tap (1983):*

- *Marty: “Nigel, if you could not play rock 'n roll, what would you do?”*
- *Nigel: Well, I suppose I could, uh, work in a shop of some kind or do uh... Freelance ...selling of some sort of product, you know...*
- *Marty: A salesman...Yeah, do you think you'd be **happy** doing that?*
- *Nigel: Well, I don't know, **wh-wh-what are the hours?**”*

*...converse...*