

Research on the Relationship between Loyalty and Willingness to Work Overtime of Post-2000 Employees

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Abstract. Post-2000 employees are gradually becoming a new force in the workplace. They have unique value systems and workplace concepts. How to enhance the loyalty of post-2000 employees and reasonably guide their willingness to work overtime has become an important issue. The issue needs to be solved urgently. This research employs a questionnaire methodology to investigate the influence of employee loyalty on the willingness to work overtime among post-2000 employees. Additionally, the research examines the moderating role of salary satisfaction in this relationship. The results demonstrate that the coefficient of employee loyalty is 0.336, and the coefficient of salary satisfaction is 0.228. Furthermore, the significance of both coefficients is less than 0.001, which substantiates a positive correlation between the loyalty of post-2000 employees and their willingness to work overtime. The cross-term between employee loyalty and salary satisfaction is 0.112, indicating that salary satisfaction plays a positive moderating role in this relationship. Based on the research results, this paper argues that companies should improve the loyalty of post-2000 employees, optimize the salary system, and arrange overtime reasonably. Employees should integrate into the corporate culture, improve self-awareness, continuously learn and grow, and find a balance between work and personal life.

Keywords: Post-2000, loyalty, willingness to work overtime, salary satisfaction.

1. Introduction

In today's fast-changing economic environment, post-2000 employees are gradually becoming a new force in the workplace. Growing up in the era of the Internet, post-2000 employees have unique value systems and workplace concepts. Research has shown that compared to their predecessors, post-2000 employees are more inclined to pursue work-life balance, pay attention to spiritual needs and self-realization [1]. This trend poses a challenge to traditional workplace culture and management models. Especially on the core issue of loyalty and willingness to work overtime. The willingness to work overtime is often seen as a key indicator of employee loyalty. However, Chen et al. pointed out that excessive overtime can hurt employees' physical and mental health, which in turn affects their loyalty to the company [2]. This phenomenon is particularly evident among post-2000 employees. Their distinctive perspectives and behavioral choices challenge conventional workplace concepts. Additionally, it also poses new challenges to the company's talent retention strategies and cultural shaping. How enterprises can effectively mitigate the risk of talent loss while ensuring competitiveness, and how to enhance the loyalty of post-2000 employees while reasonably guiding their willingness to work overtime, have become important issues that urgently need to be addressed.

The existing research on the relationship between employee loyalty and willingness to work overtime mainly focuses on traditional employees. Therefore, this paper takes post-2000 employees as the research object to explore the relationship between loyalty and willingness to work overtime. Simultaneously consider establishing a model for salary satisfaction. The paper aims to compensate for the shortcomings of relevant theories and provides companies with a more accurate understanding of post-2000 employees. Further, develop more humane and efficient human resource management policies to enhance employee loyalty. Simultaneously guiding overtime behavior reasonably, establishing harmonious labor relations, and promoting the long-term development of the companies.

2. Method

2.1. Definitions and Research Hypotheses

2.1.1. Willingness to work overtime

Overtime is defined as the act of continuing to work beyond the standard workday [3]. Willingness to work overtime is closely related to employees' personal and occupational characteristics. Research has shown that dedication and age have a positive impact on overtime hours, while factors such as education and job satisfaction reduce overtime hours [4]. Increasing income is also one of the important reasons why employees choose to work overtime voluntarily [5]. Voluntary overtime by employees improves their task performance, and voluntary moderate overtime can increase employees' job satisfaction [6,7]. Nevertheless, the existing dissertation studies involving empirical research on the relationship between employee loyalty, salary satisfaction, and overtime work are relatively limited. Particularly the area of willingness to work overtime of post-2000 employees is yet to be explored.

2.1.2. Loyalty

Loyalty is an important concept in organizational behavior. Loyalty has undergone an evolution from a single dimension to multiple dimensions. Becker first introduced the concept of employee loyalty, defining it as a commitment based on "unilateral investment". "unilateral investment" is the psychological state in which employees are willing to remain in the organization due to their investment [8]. Porter et al. argued that employee loyalty is demonstrated by a willingness to work for the benefit of the organization and a desire to maintain a long-term relationship with the organization [9]. Subsequently, scholars further refined the connotation of loyalty. Allen and Meyer proposed a three-component model. This model divides organizational commitment into three dimensions: affective commitment, continuance commitment, and normative commitment [10]. Employee loyalty can be found to be an important factor influencing willingness to work overtime. Accordingly, the following hypotheses are proposed:

H1: post-2000 Employee loyalty is positively correlated with willingness to work overtime.

2.1.3. Salary satisfaction

When exploring the relationship between loyalty and willingness to work overtime, salary satisfaction cannot be ignored as a key factor. Broadly speaking, salary refers to monetary and convertible labor remuneration, as well as all forms of non-monetary services and benefits received [11]. Salary satisfaction is the actual perception of employees regarding the economic and noneconomic rewards they receive from the organization compared to their expectations [12]. Salary is the guarantee of employees' basic living needs and an important indicator for measuring work value and organizational recognition. Liu Jiao and Shen Xujia et al. proposed that salary satisfaction is positively correlated with employee loyalty and job performance [13,14].

Assuming H1 indicates that post-2000 employees with high loyalty will show a higher willingness to work overtime. However, whether the loyalty of post-2000 employees can ultimately be converted into a higher willingness to work overtime is also influenced by human resources factors such as salary satisfaction. Post-2000 employees with high loyalty will show a higher willingness to work overtime if their salary satisfaction is also higher. On the contrary, they will not show higher willingness to work overtime even though they have higher loyalty if their salary satisfaction is lower. Therefore, salary satisfaction is chosen as the moderating variable, and the following hypothesis is proposed:

H2: Salary satisfaction plays a positive moderating role in the positive relationship between employee loyalty and willingness to work among post-2000 employees.

Based on the above assumptions, the overall relationship presents the model shown in Fig. 1.

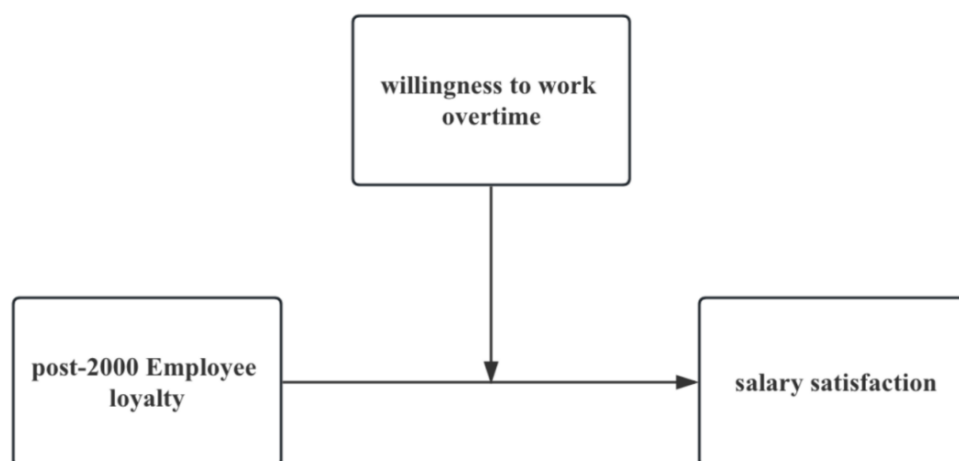


Fig. 1 Model of Overtime Willingness of post-2000 Employees.

2.2. Questionnaire Design

The questionnaire is designed in two parts. The first part is the fundamental details of the respondents, including gender, educational background, occupational tenure, income level, etc. The questions of the first part are posed in a multiple-choice format. The second part is the Attitude Scale. The Willingness to Work Overtime Scale refers to the original scale used by Frese to evaluate work initiative and has been adjusted based on the original scale. It has been modified from the original scale's 7 items to 4 items to investigate respondents' willingness to work overtime and related attitudes. Employee Loyalty Scale is based on the Organizational Commitment Scale developed by Meyer and Allen. This scale is designed as 7 items in combination with the characteristics of post-2000 employees from three dimensions: affective commitment, continuance commitment, and normative commitment. The salary Satisfaction Scale refers to the salary Satisfaction Scale developed by Heneman and Schwab. This scale is modified into 5 items from 4 dimensions: salary level, welfare status, salary growth, and salary structure. This research used the Likert scale, with "1, 2, 3, 4, 5" representing "completely disagree, disagree, average, agree, strongly agree" respectively.

The questionnaire survey targets post-2000 employees across all provinces in the country, including but not limited to Beijing, Shanghai, Zhengzhou, Qingdao, Guangzhou, Chengdu, Wuhan, etc. The questionnaire has a wide geographical distribution and a certain representativeness. The questionnaire is modified several times and distributed through Questionnaire Star in the form of an electronic questionnaire. After screening and removing non-compliant questionnaires, 306 valid questionnaires are finally collected.

2.3. Empirical Analysis

2.3.1. Reliability analysis

This research used SPSS 27.0 to analyze willingness to work overtime, employee loyalty, and salary satisfaction. Cronbach's alpha values are utilized to assess the reliability level of the scale, with higher values indicating better reliability levels. According to the data in Table 1, Cronbach's Alpha values for willingness to work overtime, employee loyalty, and salary satisfaction are 0.828, 0.914, and 0.851, respectively. The alpha values of all dimensions are above 0.8. All scales passed the consistency test, indicating that the scales have good internal reliability and the collected data are relatively reliable.

Table 1. Reliability Analysis Results

Dimension	Cronbach's Alpha coefficient	item count
willingness to work overtime	.828	4
employee loyalty	.914	7
salary satisfaction	.851	5

2.3.2. Factor analysis

According to the data in Table 2, the KMO test value of the loyalty and willingness to work overtime structural equation for post-2000 employees is 0.916, which is greater than 0.8. The significance of the Bartlett sphericity test result is 0.000. This result indicates that the validity of the questionnaire scale is fine and further factor analysis can be conducted.

Factor analysis data shows that the total variance explained reaches 65%, indicating that the extracted factors explained more than 65% of the total variance. The load coefficients for the 4 measures of willingness to work overtime are 0.728, 0.804, 0.798, and 0.775, respectively. The load coefficients for the 7 measures of loyalty are 0.758, 0.806, 0.753, 0.796, 0.777, 0.815, and 0.790, respectively. The load coefficients for the 5 measures of salary satisfaction are 0.789, 0.754, 0.756, 0.794, and 0.766, respectively. The measured terms of each variable are associated with the corresponding variable after rotation. The load coefficients are greater than 0.6. This result proves that the items for all variables effectively measure the corresponding variables, and the items are adopted.

Table 2. KMO and Bartlett test results

Results of the KMO test and Bartlett's test		
KMO measure of sampling adequacy	.916	
Bartlett's test of sphericity	approximate chi-square	2429.886
	degrees of freedom	120
	significance	.000

2.3.3. Regression analysis

Regression analysis is conducted using the willingness to work overtime as the dependent variable. Questionnaire data is used to do regression analysis on the loyalty and salary satisfaction of post-2000 employees. Regression model 1 is obtained. As shown in Table 3, the adjusted R-square is 0.238, indicating that the fitting degree of the equation is still acceptable. The significance level of Model 1 is less than 0.001, indicating that the regression equation passed the statistical test and the model is significant. From the data in Table 4, the coefficient of employee loyalty is 0.336. The coefficient of salary satisfaction is 0.228. Both variables positively affect the willingness to work overtime. The significance level is less than 0.001, indicating that H1 is valid.

To verify the moderating effect, this research further used willingness to work overtime as the dependent variable. Perform regression analysis on the cross terms between employee loyalty and salary satisfaction, employee loyalty and salary satisfaction among post-2000 employees. Regression model 2 is obtained. The adjusted R² is 0.246, and the change in significance F is 0.049 (as shown in Table 3), which is less than 0.05. This result proves that Model 2 with cross terms is significant. The moderating effect does exist. The cross-term between employee loyalty and salary satisfaction is 0.112 (as shown in Table 4). This result proves that salary satisfaction has a significant positive moderating effect, indicating the validity of H2.

In summary, through the above linear regression analysis, it can be concluded that there is a positive correlation between the loyalty of post-2000 employees and their willingness to work overtime. Salary satisfaction plays a positive moderating role in the positive relationship between loyalty and willingness to work overtime of post-00 employees.

Employee loyalty and salary satisfaction in Model 2 indicate a significant divergence from the results of Model 1. This discrepancy may be attributed to the inherent limitations of the regression analysis method. If there is a strong correlation between employee loyalty and salary satisfaction, some parameters in the regression analysis may become unstable. Therefore, it shows that there is some correlation between employee loyalty and salary satisfaction.

Table 3. Summary of Regression Model

Model	R	R-square	Adjusted R-square	Errors in standardized estimation	R-square variation	F variation	Significance F amount of change
1	.493a	.243	.238	.85946	.243	48.756	.000
2	.503b	.253	.246	.85534	.010	3.918	.049

a. Predictor Variables: (Constant), salary satisfaction, employee loyalty

b. Predictor Variables: (Constant), salary satisfaction, employee loyalty, the cross term of employee loyalty, and salary satisfaction

Table 4. Regression coefficients

Model		Unstandardized coefficient		Standardized coefficient	t	significance
		B	standard error	Beta		
1	(Constant)	1.558	.249		6.246	<.001
	employee loyalty	.336	.051	.386	7.250	<.001
	salary satisfaction	.228	.060	.202	3.793	<.001
2	(Constant)	3.073	.805		3.819	<.001
	employee loyalty	-.072	.227	-.076	-.317	.752
	salary satisfaction	-.169	.209	-.150	-.808	.420
	the cross term of employee loyalty and salary satisfaction	.112	.057	.677	1.979	.049

3. Discussion and Suggestion

This research finds that the loyalty of post-2000 employees has a significant effect on their willingness to work overtime. Salary satisfaction can further stimulate this relationship. The finding suggests that post-2000 employees with high loyalty will show higher willingness to work overtime if they also have higher salary satisfaction. Based on this research result, this paper proposes suggestions for companies and post-2000 employees on issues related to loyalty and willingness to work overtime.

Companies should first create a positive working atmosphere to enhance the loyalty of post-2000 employees. A positive and respectful corporate culture should be cultivated. Additionally, companies should encourage innovation, tolerate failure, and provide career development opportunities and abundant training resources. So that post-2000 employees can feel a sense of belonging and achievement. Enhance team cohesion and employee loyalty by organizing group-building activities and setting up employee recognition mechanisms. Secondly, optimize the salary system and enhance salary satisfaction. Companies should uphold the principles of fairness and transparency. Considering the characteristics of post-2000 employees and their emphasis on personalization and growth opportunities. In addition to basic salary, diversified forms of compensation such as performance bonuses, project bonuses, and equity incentives can be added to ensure that compensation matches employees' contributions and expectations. This will improve salary satisfaction. Finally, companies should arrange overtime reasonably to protect the rights and interests of employees. Companies should establish clear overtime management systems, including overtime application processes, compensation mechanisms, etc., to ensure the rationality and legality of overtime. Pay attention to the physical and mental health of employees, encourage employees to arrange work and rest time reasonably, and avoid excessive overtime.

As a new force in the workplace, post-2000 employees should first integrate with the corporate culture. Proactively understand and integrate with the corporate culture, core values, and development

strategy, and combine their personal goals with corporate goals. While pursuing personal career development, post-2000 employees should recognize the dual value of loyalty for both personal growth and business development. Secondly, enhance self-awareness and continuously learn and grow. Post-2000 employees should regularly reflect on themselves and clarify their career plans and goals. Utilize the training resources and external learning opportunities provided by the company to continuously improve one's professional skills and overall quality. Additionally, enhances one's professional competitiveness. Simultaneously pay attention to industry trends and new technological developments, maintain keen insight and innovation capabilities. Lay a solid foundation for future career development. Finally, find a balance between work and personal life. Post-2000 employees should recognize that overtime is not the only criterion for measuring work value, but rather a reasonable arrangement of work and rest time based on work needs and actual situations. Set reasonable work goals and time management skills to improve work efficiency. Reduce unnecessary overtime and maintain a healthy work-life balance.

4. Conclusion

This paper explores the relationship between loyalty and willingness to work overtime of post-2000 employees through empirical research. Research is conducive to companies to build more harmonious labor relations, promote their sustainable and healthy development, and enhance their long-term competitiveness. Furthermore, it helps the government, industry associations, and others formulate relevant policies to promote the improvement and upgrading of the workplace environment. Contribute to building a healthier and more sustainable workplace ecosystem.

However, this research used cross-sectional data, which did not fully reflect the dynamic relationship between employee loyalty and willingness to work overtime. Future research can adopt longitudinal tracking methods. Utilizing new technologies and methods such as big data and artificial intelligence to conduct long-term tracking surveys on the same group of post-2000 employees. Further analyze the changing trends and interactions of variables such as loyalty, willingness to work overtime, and salary satisfaction.

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