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OVERTIME WORK AND SATISFACTION: REVIEW AND DIRECTIONS FOR FUTURE RESEARCH

The connection between overtime work and satisfaction remains a crucial yet insufficiently studied research area. This review article examines the inconsistent findings on how overtime affects job satisfaction, life satisfaction, and health-related outcomes. Its aim is to deliver a comprehensive analysis of the existing literature and highlight research gaps to inform future investigations. Key research questions are about the existing literature's classification based on various approaches to the overtime-satisfaction relationship, overtime's impact on job satisfaction, life satisfaction, and other related factors, and the influence of different factors on the effects of overtime on satisfaction. The article posits that overtime's impact on satisfaction is not uniform but depends on the interaction of multiple factors, such as the amount of overtime, whether it is voluntary or mandatory, and its interference with personal life. To explore these questions, a systematic literature review was conducted, organizing studies into five key themes: recompense, overtime load, state of overtime, interference and impact. The review primarily examines cross-sectional studies across various industries. The findings indicate that a one-size-fits-all approach to managing overtime is inadequate, as the interaction of various factors is complex and context-dependent. The article concludes by advocating for a holistic approach in future research, encouraging scholars to move beyond isolated factors and adopt a multidimensional perspective.

Key words: overtime, satisfaction, health, personal life, compensation.

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Жұмыс уақытынан тыс еңбек ету және қанағаттану: шолу және болашақ зерттеулер бағыттары

Жұмыс уақытынан тыс еңбек ету мен қанағаттану арасындағы байланыс – маңызды, бірақ жеткіліксіз зерттелген ғылыми сала. Бұл шолу мақаласында жұмыс уақытынан тыс еңбек етудің жұмысқа қанағаттану, өмірге қанағаттану және денсаулыққа байланысты әсерлері туралы әртүрлі және қайшылықты тұжырымдар талданады. Оның мақсаты – бар әдебиеттерге кешенді талдау жүргізу және болашақ зерттеулерге бағыт-бағдар беру үшін зерттеу олқылықтарын айқындау.

Негізгі зерттеу сұрақтары жұмыс уақытынан тыс еңбек ету мен қанағаттану арасындағы байланысты зерттеудің әртүрлі тәсілдеріне сүйене отырып жіктеу, жұмыс уақытынан тыс еңбек етудің жұмысқа және өмірге қанағаттануға, сондай-ақ басқа да байланысты факторларға әсері, сонымен қатар қанағаттануға жұмыс уақытынан тыс еңбек етудің ықпалын күшейтетін немесе төмендететін факторларды талдаумен байланысты.

Мақалада жұмыс уақытынан тыс еңбек етудің қанағаттануға әсері біркелкі емес және бірнеше фактордың өзара әрекеттесуіне тәуелді екені атап өтіледі. Олардың қатарына жұмыс уақытынан тыс еңбек ету көлемі, оның ерікті немесе міндетті болуы, сондай-ақ жеке өмірге тигізетін ықпалы жатады.

Осы мәселелерді зерттеу үшін жүйелі әдеби шолу жүргізіліп, зерттеулер бес негізгі тақырып бойынша жіктелді: өтемақы, жұмыс уақытынан тыс еңбек ету жүктемесі, жұмыс уақытынан тыс еңбек етудің жағдайы, араласу және ықпал. Шолу әртүрлі салалардағы көлденең зерттеулерге негізделген.

Нәтижелер көрсеткендей, жұмыс уақытынан тыс еңбек етуді басқаруда бірыңғай тәсіл тиімсіз, өйткені әртүрлі факторлардың өзара әрекеттесуі күрделі және контекстке тәуелді. Мақала болашақ зерттеулерде оқшауланған факторларды ғана қарастырудан бас тартып, көпқырлы көзқарасты қолдануға шақырады.

Түйін сөздер: жұмыс уақытынан тыс еңбек ету, қанағаттану, денсаулық, жеке өмір, өтемақы.

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Сверхурочная работа и удовлетворенность: обзор и направления для будущих исследований

Связь между сверхурочной работой и удовлетворенностью остается важной, но недостаточно изученной научной областью. В данной обзорной статье рассматриваются противоречивые результаты исследований о влиянии сверхурочной работы на удовлетворенность трудом, удовлетворенность жизнью и показатели, связанные со здоровьем. Цель статьи – провести всесторонний анализ существующей литературы и выявить исследовательские пробелы для направления будущих исследований.

Ключевые вопросы исследования связаны с классификацией существующей литературы на основе различных подходов к изучению связи между сверхурочной работой и удовлетворенностью, влиянием сверхурочной работы на удовлетворенность трудом, удовлетворенность жизнью и другие сопутствующие факторы, а также их воздействием на эту взаимосвязь.

В статье подчеркивается, что влияние сверхурочной работы на удовлетворенность является неоднозначным и определяется взаимодействием множества факторов, таких как объем дополнительной нагрузки, добровольный или принудительный характер переработок, а также степень их вмешательства в личную жизнь.

Для изучения этих вопросов был проведен систематический обзор литературы, в ходе которого исследования были структурированы по пяти ключевым темам: вознаграждение, нагрузка сверхурочной работы, состояние сверхурочной работы, вмешательство и влияние. Обзор преимущественно основан на кросс-секционных исследованиях в различных отраслях.

Результаты показывают, что универсальный подход к управлению сверхурочной работой неэффективен, так как взаимодействие различных факторов носит сложный и контекстуальный характер. В заключение статьи подчеркивается необходимость комплексного подхода в будущих исследованиях, призывая ученых выйти за рамки изучения отдельных факторов и применять многомерную перспективу.

Ключевые слова: сверхурочная работа, удовлетворенность, здоровье, личная жизнь, вознаграждение.

Introduction

The relationship between overtime work and satisfaction, especially job and life satisfaction (Hammesh et al., 2017), has been a central topic in organizational psychology and labour studies. Satisfaction, described as a positive emotional state stemming from the evaluation of one's job or life conditions (Locke, 1976), is shaped by multiple factors, including work hours. Overtime work, generally defined as working beyond the standard full-time workweek, introduces a complex dynamic in this relationship.

The connection between overtime work and employee satisfaction is a multifaceted issue that extends beyond simple job fulfilment to encompass a broader range of factors. A comprehensive literature review is necessary to provide a clearer understanding of how overtime shapes various aspects of satisfaction, particularly in light of its potential to affect health (Matsumoto & Gopal, 2019), personal life (E. Kim et al., 2024) and long-term engagement with work.

One of the primary reasons for conducting a literature review on this topic is the wide range of conflicting evidence regarding the effects of overtime. A thorough literature review can help identify patterns, contradictions, and gaps in current knowledge, providing a clearer understanding of when and why overtime leads to satisfaction or dissatisfaction.

Examining the impact of overtime on satisfaction is also crucial in the context of broader organizational outcomes, such as employee retention, productivity, and health. This not only affects the individual worker but also has significant implications for organizational performance (Tadesse et al., 2015). A literature review can help identify key findings that may inform better management practices, such as flexible work schedules (Chen et al., 2023) or compensation strategies that mitigate the negative effects of overtime on satisfaction (R. F. Syed, 2020).

Given these interconnected factors impact on satisfaction cannot be understood in isolation (L. Zhang & Seo, 2016). It affects multiple dimensions of employee well-being (Núñez-Elvira, 2023) that

collectively shape both job and life satisfaction. Thus, a literature review that synthesizes findings across these areas is essential for clarifying how overtime contributes to satisfaction, dissatisfaction, or broader workplace issues. Understanding these relationships will help inform both future research and the development of policies (Fastje et al., 2022) aimed at promoting healthier work environments (Sone et al., 2024), where overtime does not erode employee satisfaction.

Methodology

This study employed a systematic literature review methodology to examine the relationship between overtime and satisfaction, ensuring a comprehensive and rigorous synthesis of empirical research. The search was conducted using the ISI Web of Knowledge database, which consolidates high-impact journals across multiple disciplines. A combination of targeted keywords such as “overtime” AND “satisfaction” was used, alongside Boolean operators to refine the results and capture a broad range of relevant studies. No restrictions on publication date were applied to ensure inclusion of both historical and contemporary research. This approach ensures that the review captures long-term trends, changes in overtime policies, and evolving perspectives on satisfaction over time. The database search was conducted in September 2024, using a combination of targeted keywords such as “overtime” and “satisfaction” to ensure broad coverage of studies examining this relationship. As a result, an initial 428 articles were identified as potentially relevant for inclusion.

To ensure methodological rigor, a multi-stage screening process was implemented to assess the eligibility of the retrieved studies. The goal was to narrow the selection to the most relevant, empirically grounded research while maintaining linguistic accessibility and thematic relevance. The following three primary inclusion criteria were applied:

Language Accessibility: The article must be published in one of the four working languages of the author—English, French, Russian, or Turkish—to allow for an in-depth reading and analysis of the study’s content. This criterion ensures that the author can accurately interpret the methodology, findings, and theoretical frameworks used in the studies.

Empirical Nature: To maintain the focus on data-driven research, only studies presenting original empirical findings were included. This meant that the review excluded:

Literature reviews summarizing existing research.

Theoretical essays and conceptual papers without empirical data.

Book reviews, editorial commentaries, letters, or journalistic articles that did not contribute original quantitative or qualitative analysis.

By focusing exclusively on empirical studies, the review ensures that the findings are grounded in real-world observations and research methods.

Thematic Relevance: The study must explicitly investigate the relationship between overtime and satisfaction. Satisfaction was broadly defined to encompass:

Job satisfaction, referring to employees’ attitudes toward their work environment, responsibilities, and overall engagement.

Life satisfaction, reflecting the broader implications of overtime on personal well-being and quality of life.

Work-life balance and well-being, considering the extent to which extended work hours affect employees’ ability to manage personal responsibilities and maintain a healthy lifestyle.

Burnout, stress, and workplace dynamics, given that overtime is often linked to employee exhaustion, reduced productivity, and organizational outcomes.

Articles were excluded if any of these dimensions were not clearly addressed in their abstract, results, or discussion sections.

Applying these criteria, the initial sample was reduced from 428 to 243 studies, as many articles either lacked empirical data, were not available in an accessible language, or did not explicitly discuss the link between overtime and satisfaction.

Following the initial screening, a third phase of in-depth content analysis was carried out, where the full text of each remaining article was carefully examined. This phase served two key purposes:

1. **Ensuring Direct Relevance:** Some studies, despite mentioning “overtime” and “satisfaction” in their abstracts, primarily focused on adjacent issues such as general work conditions, compensation structures, or labour market policies without a direct analysis of how overtime influences satisfaction. These articles were excluded to maintain a sharp focus on the core research question.

2. **Assessing Study Quality and Rigor:** Articles with insufficient methodological transparency (e.g., those lacking a clear description of research design, sample size, or statistical analysis) were also excluded. Preference was given to peer-reviewed journal

articles, as well as highly cited studies recognized for their contributions to the field.

As a result of this rigorous multi-step filtering process, the final sample consisted of 83 high-quality empirical studies, forming the foundation for the subsequent analysis. These studies collectively provide a diverse, multi-perspective examination of how overtime influences various facets of satisfaction, including job engagement, personal well-being, stress levels, work-family conflict, and employee retention.

This systematic review methodology ensures that the findings presented in this paper are based on robust, empirical evidence, rather than anecdotal reports or theoretical speculations. By implementing three levels of filtering (language, empirical basis, thematic relevance) and conducting a final qualitative assessment of study content, this review achieves a high degree of precision and reliability.

Furthermore, by not limiting the search by publication date, the analysis captures both historical trends and modern shifts in how overtime and satisfaction are understood in workplace settings. This approach offers a longitudinal perspective, allowing the identification of patterns, inconsistencies, and emerging research gaps that warrant further investigation.

The selected studies cover a range of industries, occupational groups, and geographic regions, making the findings broadly applicable across different labour market contexts. However, it is important to acknowledge that most of the included research is cross-sectional, with fewer longitudinal studies available. This limitation is discussed further in the future research directions section.

By employing this methodologically rigorous approach, this literature review offers a solid foundation for advancing scholarly understanding of the relationship between overtime and satisfaction, ultimately informing both academic discourse and policy development in the field of labour studies.

Literature Review

Organizing Framework for Review

To determine organizing framework for literature review, inductive approach was used – a method that allows the themes to emerge organically from the data (Thomas, 2006). Instead of starting with pre-defined categories, analysing the studies' findings helps to identify major perspectives (Glaser, 1992, 2015). Based on inductive approach five categories emerged from current study. The five categories of recompense, overtime load, state of overtime, interference, and impact are summarized in Table 1.

Table 1 – Summary of categories

| Categories | Key idea | Representative examples of category | Key perspectives |
|-------------------|--|--|---|
| Recompense | Potential for increased earnings, provision of compensatory leaves due to overtime hours, faster career growth opportunities influence employees' approach to overtime work. | R. F. Syed et al., 2024, He, Chen, Wang, & Wang, 2023, Tromp & Blomme, 2012. | Employer support acts as moderator between overtime and job satisfaction. Overtime directly affects intention to leave. Overtime directly affects job satisfaction. Overtime directly impacts health. |
| Overtime load | Effect of overtime changes according to amount and frequency of extra hours. | Nguyen & Giang, 2019, Shi et al., 2023, Mousazadeh et al., 2018. | Overtime directly affects job satisfaction. Overtime directly affects well-being. Overtime directly impacts burnout. Overtime directly impacts retention. |
| State of overtime | Satisfaction is affected by the fact whether overtime work is voluntary or compulsory. | Meischke et al., 2024, Arsalani et al., 2012, Alharbi & Alkhamshi, 2024. | Overtime directly affects job satisfaction. Overtime directly affects intention to leave. Overtime directly impacts mental health. Overtime directly impacts depression. |
| Interference | There are challenges on integrating overtime with personal life. | Christopher, 2021, Erdoğan et al., 2020, Asayesh et al., 2019. | Employer support acts as moderator between overtime and work-life balance. Overtime directly impacts work-to-family conflict. Social life acts as mediator between overtime and intention to leave. Overtime directly affects social well-being. |

Continuation of the table

| Categories | Key idea | Representative examples of category | Key perspectives |
|--|--|---|--|
| Impact | Overtime may have an impact on physical and mental health. | Azemi et al., 2022, Tsuyuguchi, 2023, Nakata, 2017. | Trust relationship acts as moderator between overtime and well-being. Job satisfaction acts as moderator between overtime and depression. Overtime directly impacts mental health. Overtime directly impacts burnout. |
| Note – compiled by the author based on inductive approach to current literature review | | | |

Recompense Category

In recompense category it is posited that the potential for increased earnings, the provision of compensatory leaves as a response to extended work hours, and the perception of accelerated career advancement opportunities significantly shape employees' satisfaction with and behaviours toward overtime work. These studies suggest that when employees perceive tangible rewards, such as financial benefits (R. F. Syed et al., 2024) or compensated day-off (He, Chen, Wang, & Wang, 2023) incentives, as direct outcomes of overtime, they are more inclined to view the additional hours as advantageous rather than burdensome and react to it with reduced stress. Furthermore, the prospect of faster career progression (Tromp & Blomme, 2012), often linked to increased visibility and responsibility gained through overtime, can serve as a factor that mitigates the negative effects typically associated with extended work hours (Tan et al., 2023). In this view, overtime is reframed as a strategic investment in one's professional development and financial well-being, thereby influencing individual decision-making processes and work engagement.

In this category of empirical research, overtime work is examined through several key perspectives.

First, these studies suggest that different kinds of recompense, e.g., employer support can function as a moderating variable in the relationship between overtime and job satisfaction. Employer-provided childcare and fitness programs independently protect against nurses' job dissatisfaction – which is created by unpaid overtime – even after accounting for workplace factors and personal characteristics (Wilkins & Shields, 2009). So, the negative impact of overtime on job satisfaction may be mitigated, or even transformed into a more positive experience.

Additionally, overtime has been found to exert a direct influence on employees' intention to leave. The accumulation of extra work hours may heighten employees' consideration of turnover (Bae, 2023), especially when there's overtime payment related

problems (Kitila et al., 2021). The ability to compensate for overtime within the same month was linked to a reduced intention to leave the profession early, suggesting that the key factor may not be the overtime itself, but rather the opportunity for prompt compensation (Peter et al., 2021). It is worth to note that in this category of research, certain exceptions to the general findings have been observed. For instance, in a study examining boutique hotels, no significant relationship was identified between unpaid overtime and employees' intention to stay. This anomaly may be attributed to the widespread prevalence of long workweeks and unpaid overtime within the hospitality sector, which normalizes such practices among employees, as well as due to the absence of robust job security provisions in the country's labour legislation (Unsal-Akbıyık & Zeytinoglu, 2018). Consequently, in this specific context, unpaid overtime may not function as a significant predictor of employee retention.

Moreover, overtime has been shown to have a direct and measurable effect on job satisfaction itself. Employees who worked more overtime were more satisfied with their current positions than those who did not, possibly due to the increased earnings from overtime enhancing satisfaction (Bragadóttir et al., 2020). Employees' overtime facility has a significant positive impact on increasing workers' level of satisfaction by 50% if a worker receives an additional one hour of overtime (R. F. Syed et al., 2024). At the same time workers place significant importance on receiving proper overtime payment. If they receive adequate overtime benefits, their job satisfaction increases by 44% (R. Syed et al., 2021). Another interesting fact is that high earners work five times as much overtime as low earners, implying that they prefer to work more. This trend may be attributed to the fact that the additional income from overtime is relatively minimal for low earners, while high earners receive significantly greater rewards, whether in terms of income or personal satisfaction, for their extra working hours. (Shao, 2022)

Finally, overtime, especially unpaid, directly contributes to poorer mental health levels among employees (Kevric et al., 2017).

Overtime Load Category

Overtime load category of empirical studies emphasizes that the impact of overtime on employees is contingent upon the amount and frequency (Gao et al., 2023) of extra working hours. These studies suggest that the effect of overtime is not uniform but varies according to the intensity and regularity with which employees engage in additional work beyond standard hours. This body of research highlights the importance of distinguishing between different overtime patterns and examines overtime work through following perspectives: First, empirical studies suggest that the amount and frequency of overtime work can exert both positive and negative (Gümüş et al., 2021) effects on employees, depending on the intensity of extra hours worked. Overtime often leads to diminished job satisfaction, as employees tend to feel exhausted when required to work additional hours frequently (Nguyen & Giang, 2019). For example, firm overtime may negatively affect employee satisfaction, with subsequent findings indicating that this reduced satisfaction indirectly decreases firm productivity. This occurs when overtime exceeds optimal levels, leading to a situation where the associated costs outweigh the benefits (Ko & Choi, 2018). Furthermore, employees working more than 6–9 overtime shifts per month reported lower levels of satisfaction compared to those working fewer than 5 shifts (Shi et al., 2023). However, certain groups, such as nurses working over 100 hours of overtime per month, reported higher job satisfaction than those with fewer overtime hours, primarily due to the increased income associated with extended work hours, which can positively influence satisfaction (Mousazadeh et al., 2018). Nonetheless, other studies confirm that continuous shift work or frequent overtime results in lower job satisfaction, highlighting the need to identify optimal working hours to maintain both employee well-being and productivity (M. Li et al., 2023). These findings suggest that while overtime can offer financial rewards, the long-term impact on work quality and job satisfaction may be negative if not carefully managed (Nishimura et al., 2019).

Second, research on overtime reveals a clear link between overtime level and frequency and diminished overall well-being (Zijlstra & Verhetsel, 2021). As the number of overtime hours increases, employees report a decline in their work-related quality of life, accompanied by an intensification of workload (Abbasi et al., 2019). This reduction in

quality of life is closely tied to work-life conflict, which has been shown to significantly increase the frequency of musculoskeletal disorders (MSD) in both men and women. However, the impact of overtime on MSD appears to be more pronounced among male workers, with those frequently working overtime exhibiting a higher prevalence of such disorders, whereas no significant difference was found among female workers (Y. Kim & Cho, 2017). Additionally, the demands of excessive overtime lead to elevated stress levels (Seo et al., 2016). This is particularly evident in professions like nursing (Albelbeisi et al., 2024), where extended overtime correlates with heightened stress and an increased likelihood of sick leave, a risk that escalates as the duration of overtime rises (Kane, 2009). These findings highlight the significant toll that prolonged and frequent overtime can take on employees' health and well-being.

Third, the authors discovered that individuals working 4–6 hours of overtime per week were 4.11 times more likely to experience burnout compared to those with no overtime. Interestingly, only the 4–6 hours of overtime was identified as a significant risk factor for burnout, with those working more than 6 hours showing a lower risk. The authors suggest that individuals working more than 6 hours of overtime may struggle to maintain their jobs without support for child-rearing. In contrast, the 4–6 hours of weekly overtime averages to about 1 hour per day, which can be managed without additional child-rearing support (Maruyama et al., 2015). However, this amount may lead to physical and mental (Marina et al., 2023), as well as emotional exhaustion (L. Li et al., 2024) due to the accumulation of time-related and emotional stress.

Empirical evidence suggests that the amount and frequency of overtime work significantly impact employee retention, with excessive overtime contributing to a greater intention to leave. Studies have shown that as the frequency of overtime increases, so does the likelihood of employees considering turnover (Jiang et al., 2022), whereas higher levels of job satisfaction are linked to lower intentions to leave (Noh et al., 2018). For instance, research on community nurses highlights excessive overtime as a key factor driving turnover intention (Senek et al., 2023). Additionally, employees who work prolonged overtime periods are more likely to express a desire to leave, particularly when they feel socially isolated, time-pressured, or unable to manage their tasks effectively (Nemteanu & Dabija, 2020). One study found that willingness to stay in a position for less than five years was closely associ-

ated with the burden of excessive overtime (Matsuo et al., 2021). These findings underscore the need for organizations to carefully monitor overtime practices, as the frequency and intensity of extra work hours can have a profound influence on employee retention.

State of Overtime Category

State of overtime category emphasizes that the distinction between voluntary and compulsory overtime plays a critical role in shaping employee attitudes and develops this idea analysing the relationship between different variables.

First, studies suggest that involuntary or mandatory overtime is linked to negative outcomes (Allemann, Siebenhüner, & Hämmig, 2019), such as higher levels of fatigue and lower job satisfaction. Workers subjected to compulsory overtime often experience a misalignment between their actual and desired work hours, contributing to dissatisfaction and reduced well-being (Beckers et al., 2008).

Moreover, nurses required to work mandatory overtime report significantly higher turnover intentions compared to those without such obligations (Bae, 2024). Compulsory overtime has been identified as one of the most detrimental work-related factors, increasing stress (Meischke et al., 2024) and risk of burnout (Posada-Quintero et al., 2020). Studies also highlight negative effects of mandatory overtime on mental-health (Arsalani et al., 2012). In contrast, voluntary overtime, where employees have autonomy over their decision to work extra hours, is associated with relatively higher satisfaction and lower fatigue, even when additional compensation is absent (N. Zhang & Chai, 2020). State of overtime is linked to compassion satisfaction too (Alharbi & Alkhamshi, 2024). These findings suggest that granting employees control over their overtime hours could mitigate negative effects on overall satisfaction.

Interference Category

Interference category comprises studies which focus on challenges on integrating overtime with personal life (Kovner et al., 2007). Overtime has been shown to directly impact work-to-family conflict (Christopher, 2021), as extended working hours reduce the time and energy available for personal and family responsibilities (Mash et al., 2022). This imbalance can strain relationships and disrupt the harmony between professional and personal spheres (Alotaibi & Aldossry, 2023). However, employer support plays a moderating role in this dynamic, helping to mitigate the negative effects of overtime on work-life balance. When organizations provide resources, flexibility, or recognition for employ-

ees working extra hours, the detrimental impact of overtime on personal life may be lessened, fostering a more manageable integration of work demands (Haar, Sune, Russo, & Ollier-Malaterre, 2018).

Furthermore, social life serves as a critical mediator between overtime and an employee's intention to leave. Due to overtime working conditions, a small percentage of nurses are able to dedicate time to social life or participate in social activities, which may contribute to the high number of nurses considering leaving their jobs (Erdoğan et al., 2020). Overtime can erode social well-being by reducing opportunities for social interaction and leisure, which in turn increases feelings of dissatisfaction (Wheatley, 2014). As a result, employees working extensive overtime hours may be more likely to consider leaving their jobs (Steinmetz et al., 2014). This highlights the broader implications of overtime on employee retention (Asayesh et al., 2019), as maintaining a healthy work-life balance becomes challenging ("PBRI," n.d.).

Although most studies talk about negative overtime experiences of employees reporting insufficient time for themselves and their family members (Lederer et al., 2018) or increased overall work-family conflict because of practicing overtime among dual-career couples (Kundu et al., 2016), there are studies that found no significant effect of overtime hours on social well-being (Taheri et al., 2018) or work-to-family conflict. This lack of correlation between work hours and work-to-family conflict may be due to the limited range of work hours, which are legally capped at an average of 40 hours per week. It could also be attributed to how nurses' schedules are organized; they are required to work overtime at least once a week as part of their shifts, which may lead them to view it as a routine obligation rather than an additional demand impacting their family responsibilities. Alternatively, the selected measure of overtime work might have obscured a significant relationship because it was based on nurses' perceptions rather than their actual reported overtime hours (Yildirim & Aycan, 2008).

Impact Category

Overtime work has been widely recognized as having significant implications for both physical (Azemi et al., 2022) and mental health (Marić et al., 2022). Impact category analyses these implications based on below perspectives.

The relationship between overtime and well-being is complex and influenced by several factors (Song & Gao, 2019). One key factor is the trust relationship among colleagues, which acts as a moderator between overtime and overall well-

being. Trust relationship helps protect teachers' well-being from the negative impact of increased overtime. Teachers with stable or improved trust levels were not affected by changes in overtime hours, indicating that strong trust relationships can buffer against adverse work environment changes. In contrast, only teachers with declining trust experienced a decrease in well-being due to increased overtime. The study suggests that when overtime is expected to rise, special attention should be given to the psychological well-being of teachers lacking strong trust relationships with their colleagues (Tsuyuguchi, 2023).

Job satisfaction also plays a crucial moderating role, particularly in the relationship between overtime and depression. Employees who derive satisfaction from their work may be better equipped to cope with the demands of overtime, thereby reducing the risk of developing depressive symptoms. The findings indicate that long working hours are linked to a higher risk of depression only when job satisfaction is low, emphasizing the need to enhance job satisfaction, especially for individuals working excessive hours (Nakata, 2017).

Furthermore, overtime has a direct impact on life satisfaction, with excessive work hours often leading to a decline in overall life contentment (Li & Ren, 2021). While overtime pay positively impacts mental health, working overtime negatively affects it. Job satisfaction and life satisfaction are key factors influencing the mental health of business professionals (Uman et al., 2020). The same negative effect is valid for employees' physical health (Liu et al., 2022).

Lastly, findings reveal employees' dissatisfaction about prioritization of wellness (Yeager et al., 2022). Overtime is also identified as a common cause of stress (Väärikkälä, Hänninen, & Nevas, 2020) leading to job dissatisfaction (Nakata et al., 2011), one of the reasons for burnout (Pergol-Metko et al., 2023) which can be reduced by reducing extra hours (Atkins et al., 2023), significantly linked to both biomechanical and psychosocial factors (Bao et al., 2015). Overtime work may elevate physicians' intentions to leave their current practice, jeopardizing the continuity of patient care (Tsai et al., 2016).

Results and Discussion

Directions for Future Research

In this section, a future study agenda was set based upon research gaps and opportunities by analysing similarities and differences across the five categories on how overtime shapes satisfaction.

Based upon examination of the current literature categorization, we recommend five key directions for future research.

First, in analysing the existing body of literature on the relationship between overtime and various dimensions of satisfaction, it is clear that studies have predominantly approached this complex issue from five distinct perspectives: the role of compensation, the number and frequency of extra hours worked, the voluntary or mandatory nature of overtime, the extent to which overtime interferes with personal life, and the impact of overtime on health and wellness. While each of these categories contributes valuable insights, a more comprehensive and integrative approach is needed to fully understand how these factors interact and influence overall satisfaction.

The interdependencies between these dimensions are critical. For example, compensation may mitigate the negative effects of overtime on job satisfaction but might not counterbalance the adverse effects on health or personal life interference. Similarly, voluntary overtime may have different implications for life satisfaction compared to mandatory overtime, particularly when considering how these extra hours affect family life and personal well-being. Cross-sectional studies, which dominate the literature, often fail to capture these dynamic interactions over time, limiting the depth of understanding of these complex relationships.

Thus, future research should adopt a holistic and multi-dimensional approach, taking into account the interplay among these factors. Longitudinal studies could provide a more nuanced understanding of how these elements evolve over time and their cumulative effects on job and life satisfaction, as well as health outcomes. In addition, research should explore diverse industries to assess whether findings are generalizable across sectors, or if there are industry-specific factors that moderate the relationship between overtime and satisfaction.

Second, although extensive research has investigated the influence of overtime on job and life satisfaction, there is a significant gap in understanding how technological progress has altered these relationships. With the proliferation of digital tools, remote work, and flexible working arrangements, the line between work and personal life has become increasingly blurred, potentially changing how employees perceive and experience overtime. Much of the existing research is based on traditional overtime models that do not account for the new complexities introduced by technology, such as constant connectivity and the ability to perform work outside regular hours. Future studies should examine how digitali-

zation influences the connection between overtime and satisfaction, with particular focus on:

- The sense of autonomy provided by technological tools
- The role of asynchronous communication in shaping work experiences
- The psychological effects of being constantly available

Conducting longitudinal and cross-industry research would offer deeper insights into how these variables evolve over time and differ across sectors, providing a more comprehensive understanding of how technology redefines the relationship between overtime and satisfaction. Moreover, analysing how technological advancements affect diverse demographic groups – such as employees of different ages, job roles or career stages – could inform the development of targeted strategies to mitigate the adverse effects of overtime in a technology-driven work environment.

Third, despite growing interest in the gig economy and non-traditional work arrangements, limited research has explored how overtime in these contexts shapes job and life satisfaction. Most studies on overtime and satisfaction have focused on traditional, full-time employment, leaving a gap in understanding how flexible, temporary, or project-based work affects these dynamics. Gig workers and freelancers often experience irregular work schedules and lack formal overtime compensation, which could differently influence their satisfaction levels compared to employees in more structured work environments. Moreover, the voluntary nature of many non-traditional jobs blurs the line between work and personal time, potentially altering the traditional relationship between overtime, work-life conflict, and satisfaction. Future research should examine how these emerging work arrangements impact

the perception and effects of overtime, considering variables such as autonomy, income stability, and the potential for burnout in the absence of formal work-hour regulations. Longitudinal studies would be particularly valuable in capturing the evolving experiences of gig and non-traditional workers over time. Additionally, cross-industry comparisons could provide deeper insights into sector-specific challenges and opportunities related to overtime in non-traditional employment.

Fourth, there is a notable gap in examining the experiences of displaced workers, such as those affected by war or conflict, and underemployed individuals. These groups, increasingly present in the global workforce, may face distinct challenges and stressors related to overtime. For workers displaced by war, overtime may intersect with trauma, uncertainty about the future, and adaptation to new labour markets, potentially heightening feelings of instability and burnout. Underemployed individuals, on the other hand, may experience overtime as both an opportunity and a burden, balancing the desire for more work with the potential for exploitation or diminished job satisfaction. Both groups often face precarious employment conditions that may not align with the conventional definitions of voluntary or mandatory overtime, complicating their relationship with additional work hours. Future research should explore how these workers perceive and experience overtime, considering factors like financial necessity, mental health, and job security. Longitudinal studies could provide deeper insights into their lived experiences, informing policy and organizational practices aimed at supporting these vulnerable populations.

Based on above mentioned four directions, below table shows primary and secondary research questions that could guide future research:

Table 2 – The Impact of Overtime on Job and Life Satisfaction Across Different Work Contexts

| Key idea of the direction | Primary research questions | Secondary research questions |
|--|--|--|
| Adopting a holistic and multi-dimensional approach, taking into account the interplay among different factors. | <p>To what extent does financial compensation for overtime moderate the relationship between extra hours worked and negative outcomes such as burnout, stress, or work-family conflict?</p> <p>Can non-monetary benefits (e.g., time off, flexibility) serve as an effective alternative to traditional overtime pay in improving employee satisfaction?</p> | <p>What organizational practices or policies (e.g., flexible working hours, managerial support, clear overtime policies) are most effective in mitigating the negative effects of overtime on employee health and personal life interference?</p> <p>How do employees' perceptions of control over their overtime (e.g., voluntary vs. mandatory) influence their experience of stress and job satisfaction, and what role do personal coping mechanisms play in this process?</p> |

Continuation of the table

| Key idea of the direction | Primary research questions | Secondary research questions |
|--|---|--|
| Understanding how technological progress has altered the influence of overtime on job and life satisfaction. | How does the psychological impact of constant availability through technology influence long-term job satisfaction and well-being for employees who regularly work overtime? Are there significant differences in how technological advancements affect overtime-related satisfaction across industries or demographic groups (e.g., age, gender, job role)? | How does the interplay between voluntary and involuntary overtime shift in a technology-enhanced work environment, and how does this affect employee well-being and satisfaction? How do varying levels of technological integration in the workplace (e.g., low-tech vs. high-tech environments) alter the relationship between overtime and both job and life satisfaction? |
| How overtime in gig economy and non-traditional work arrangements contexts shapes job and life satisfaction. | How do income stability and financial insecurity in gig work influence the relationship between overtime and satisfaction? How does the perception of overtime differ between workers in non-traditional roles (e.g., freelancers, temporary workers) and those in traditional employment, particularly in terms of control and compensation? | How do digital platforms and algorithmic management in gig work shape workers' ability to manage overtime, and how does this affect their satisfaction? How do workers in hybrid employment (part-gig, part-traditional) experience overtime and its effects on satisfaction compared to purely gig or traditional roles? |
| Understanding the nuanced and complex experiences of displaced workers | To what extent do psychological factors, such as trauma or displacement-related stress, influence the relationship between overtime and well-being for workers displaced by war? How do cultural and social integration challenges faced by displaced workers influence their attitudes toward overtime in host countries? | What is the impact of job security and future employment prospects on overtime satisfaction among underemployed individuals? How do overtime practices intensify or reduce work-family conflict for displaced workers and the underemployed? |
| Note – compiled by the author based on directions of future research emerged from current literature review | | |

Fifth, numerous studies investigating the link between overtime and employee satisfaction rely predominantly on subjective evaluations of key variables, including the amount of overtime worked, whether it was voluntary or mandatory, overtime compensation, and the degree to which it disrupts personal life. This dependence on self-reported data presents a major limitation, as these perceptions are influenced by individual differences such as personality traits, stress tolerance, and personal circumstances, which vary among employees (Beckers et al., 2008). For example, while one worker may view overtime as a chance for career growth or financial benefit, another may perceive it as a source of stress or work-life imbalance. These subjective interpretations can lead to inconsistent findings and limit the generalizability of the results. Future research should mitigate this issue by adopting more objective methods, such as measuring actual overtime hours, applying standardized work-family conflict scales, and assessing overtime's impact on observable health outcomes.

Conclusion

This article has explored the intricate relationship between overtime work and employee satisfaction, shedding light on its multifaceted impact across various dimensions, including job satisfaction, life satisfaction, health and wellness, work-family conflict, and intention to stay. While previous research has largely focused on isolated factors—such as the distinction between voluntary and mandatory overtime, the compensation received, and the extent of extra hours worked—this study underscores the need for a more holistic approach.

A key takeaway is that overtime should not be analysed solely as a matter of hours worked but rather as a complex phenomenon influenced by contextual, individual, and organizational factors. The interplay between compensation, perceived autonomy, and work-life balance highlights that employee satisfaction is shaped not just by workload but also by the degree of control and support they experience. Furthermore, the health and wellness implica-

tions of excessive overtime reinforce the necessity for sustainable work practices that prioritize employee well-being.

Future research should aim to address gaps in existing studies, particularly by considering longitudinal analyses and underrepresented demographic groups, such as displaced workers and the underemployed. Additionally, industry-specific insights could provide a deeper understanding of how overtime policies influence different labour markets.

Policymakers and organizations must recognize that overtime, when managed strategically, can be a tool for enhancing productivity and satisfaction rather than a source of burnout and disengagement.

By adopting an integrated perspective that considers economic, psychological, and social factors, scholars and practitioners can develop more nuanced approaches to managing overtime, ensuring that both employees and organizations thrive in an evolving labour market.

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