



Is Overwork Culture a New Normal? Rethinking from Psychological Detachment Perspective.

* Smita Barik and Dr. Jaya Yadav

* Research Scholar, Amity Business School, Noida, India

Professor, Amity Business School, Noida, India

Abstract: Previous studies have shown and proven that employees need temporary detachment from their work to recharge and re-energize for the next day to work with similar enthusiasm. But work pressures and overwork culture have become a buzzword every corporate follows, and employees are bound to face it. This study investigates the impact of overwork culture (OWC) on employee longevity (EL). Further, it examines the mediating role of employee psychological detachment (EPD) on the linkage between OWC and EL. It aims to develop a relationship between psychological detachment and employee longevity, which can be referred to further to show how important the former's role is for the organization's welfare. The survey data was collected from 116 IT professionals from India, and the proposed relationship was analyzed through the SMART – PLS structural equation modeling tool. This study found a significant impact of Overwork Culture on EPD, but at the same time, the impact of OWC on EL is much less. This gives a scope to rethink the causes behind accepting this new norm. Also, our study fails to give the considerable impact of EPD on EL, and the mediating role of EPD can decrease up to 13% of the impact of OWC on EL. The originality of the research stems from the scarcity of research on EPD and almost no study on the mediating role of EPD on EL. This is one of the earliest studies to investigate the mediating role of EPD on EL with another independent variable. This proves the novelty of this study as it has a huge difference after Covid-era, where psychological detachment has less effect on employee longevity.

Keywords: Employee Psychological Detachment, Employee Longevity, Overwork Culture, Job Satisfaction, Job Insecurity, Work Life Balance.

*Corresponding Author

Smita Barik, Research Scholar, Amity Business School, Noida, India

Received On 13 April 2023

Revised On 18 May 2023

Accepted On 25 May 2023

Published On 01 July 2023

Citation Smita Barik and Dr. Jaya Yadav, Is Overwork Culture a new normal? Rethinking from Psychological Detachment perspective..(2023).Int. J. Life Sci. Pharma Res.13(4), L21-31 <http://dx.doi.org/10.22376/ijlpr.2023.13.4.SP6.L21-31>

This article is under the CC BY- NC-ND Licence (<https://creativecommons.org/licenses/by-nc-nd/4.0/>)



Copyright @ International Journal of Life Science and Pharma Research, available at www.ijlpr.com

I. INTRODUCTION

As Organizations are dependent upon their resources to yield productivity, the major resource, or, in new terminology, the major asset, is Human Resources. People are considered the organization's backbone as the employees will work and take the organization to new heights. Again competition towards success and growth is so high that organizations do not want to take any risk, which can lead them to get out of the race. For this, they expect employees to meet their everyday goals, failing which, they don't respond well. Organizations, therefore, may force employees to overwork for this purpose¹. In turn, employees also feel that their daily targets should be completed. If not, then they elongate the work to their home. One thing which is missing here or ignored by the organization, as well as an employee, is temporary detachment. Temporary detachment or, in management terms, Psychological detachment from the workplace is much needed to cope with day-to-day stress. Employees have become overburdened with the workload, but at the same time, psychological detachment is also needed to get freshen up and start the day. This is because overwork can cause burnout, less recovery, poor productivity, and poor mental health conditions for employees¹². Our study will identify the role of psychological detachment in an overwork climate and its role in employee longevity in an organization. In simple terms, it will check employees' reactions towards their continuation in the organization when there is a lot of work pressure on them. Our study aims to identify the reasons employees quit organizations in a very short span and the factors that affect their health and mental well-being inside an organization. The main objective of our study is: To identify the relationship between overwork culture and employee longevity. To identify the effect of overwork culture on employee psychological detachment. To check if there is any mediating role of psychological detachment on overwork culture and employee longevity.

I.1 Literature Review

Begin Organization Climate generally refers to an employee's perception of his working environment and the culture of the business they work for. It is the attitude of employees towards their workplace, sense of belongingness, personal relationships, and work performance³. In the words of ⁴, how people will behave in organizational culture is largely dependent on the shared values and beliefs they have inside their workplace. Sometimes people find a workplace where they must work more than the allotted hours. This may affect the employees negatively because they need more time to refresh their minds and manage their other duties. Studies have confirmed that it causes more burnout and less recovery when organizations do not pay for the extra hours worked. But the negative outcomes are less if it pays rewards in exchange for over hours worked ⁵. When the organization has a climate where it is treated as normal to work more than the allotted working hours and is not paying any extra reward for the overtime, we can understand this as Overwork Climate². In the authors' words, overwork is believed to be working more than the required hours. Mazzetti and his team, in their research, have suggested that employees' tendency to work excessive hours

may be influenced by their perception of the working environment they belong to follows the same.² Although many organizations are seen getting used to this concept, studies have proved that an overwork climate can cause many health problems like mental illness, burnout, emotional exhaustion, stress, and sometimes "Karoshi" (Japanese for death from overwork)⁶. In some cases, it may cause work restrictions on the family domain of the social harm of work⁷. Harma, in his research, has shown that an overwork climate can cause sleep disorders, cardiovascular illness, and many more problems for employees⁸. While finding out the causes behind the overwork climate, ⁹ suggests that the attitude of overwork can also be triggered by the organizational environment, which persuades employees' additional involvement and extra efforts⁹. There have been many approaches to the organization climate concept, out of which 2 approaches have received much attention, and they are (1) the cognitive scheme approach and (2) the shared perception approach¹⁰. The cognitive scheme approach regards the concept of climate as an individual perception and cognitive representation of the work environment. In other words, organization climate assessments should be conducted individually. The Shared Perception approach emphasizes the importance of shared perceptions underpinning the notion of climate ¹¹. ¹²define organizational climate as —the shared perception of how things are around here. So keeping these entire points in mind, we have tried to find out the linkage between Overwork climates with Employee longevity in an organization. Again we will check if Psychological Detachment can have any impact on these two factors or not. Overwork climate can be mainly understood as employees' perception of being overworked or becoming workaholics. Employees' perception of getting overworked is analyzed from 2 different factors and they are²:

I.2 Overwork endorsement

I.2.1 Lacking overwork reward

Depolo, in 2016, defined Overwork endorsement as when supervisors and executives encourage employees to work beyond working hours and believe it is normal. They were treating overwork during their leisure period as a requirement for career development¹³. Lacking overwork rewards may be understood as when employees do not expect any monetary or non-monetary reward in exchange for their overwork, as the supervisor believes it is unnecessary. Previous studies have shown a positive relationship between these two components of overwork with workaholism ¹³; Schaufeli found in his study that these two components do not have any significant relationship with workaholism¹⁴. Although Lack of overwork reward can sometimes demotivate employees to overwork, all the evidence indicates that workaholic employees, because of these components: overwork endorsement and lacking overwork reward, may get exhausted at a certain period if it continues.

I.3 Work-Life Balance and Employee Longevity

Work-life balance being the most discussed topic is understood as maintaining a healthy work environment so that personal life and professional life are satisfactorily segregated, and a balance

is being created between the two so that none will hamper the other¹⁵. But achieving this is a difficult task. Evidence has given enough reasons why it is important to maintain Work life balance. Today's employees have many responsibilities like work, children, spouses, parents, and societal relationships, all needing individual attention. Gender equalization has made it tough to attain because female workforce participation has increased, and dual-earning family predominance has taken up a new scale. Here, Long working hours and stressful jobs increase the work-life conflict, and employees' ability to cope with this conflict decreases gradually. This gives a clear indication of employee separation from the organization¹⁶. Tinuke, in his study, showed that only 23 % of his studies sample responded that they could handle Work-family conflict, and 68 % of his studies sample confessed that they could not handle the stress and so much mentally pressured in their jobs. Employees look for ideal working arrangements to manage WLB; if not, there is a strong effect on employee retention¹⁷.

1.4 Job Satisfaction and Employee Longevity

Job satisfaction is the most studied variable, representing how much an employee likes or dislikes his job. It is a measure of well being and psychological health of employees at the workplace, and its presence ensures positive employee behavior and acts as a positive sign for the organization. It reduces stress-related issues like burnout, depression, anxiety, and perceived physical illness¹⁸. Job satisfaction factors include pay and benefits, organizational culture and climate, working conditions, and role clarity. But job dissatisfaction can lead to higher absenteeism, turnover, poor mental and physical health, less good citizenship behavior among employees, and lower productivity¹⁹.²⁰ has also confirmed that providing scope for achievement and improvement, recognizing employees' contribution, rewarding them, assigning tasks that match their skills, and providing an opportunity for career advancement are the major elements of job satisfaction and increased retention²¹.

1.5 Overwork Climate and Employee Longevity

Overwork climate may have an impact on Employee Longevity. Longevity measures how many years an employee is attached to a company. It shows that a company is growing and improving over time. Evidence has proven that high employee longevity shows an organization's work environment is balanced, and employee longevity also means that workload is sustainable for employees over time²². Employee Longevity is a positive aspect of an organization and may be affected for many reasons.²³ attempted to study various reasons behind the discontinuity of this longevity after studying a lot of research and finalized some factors such as the opportunity for development, work-life balance, compensation, style of leadership of the management, work environment, autonomy, training & development, social support etcetera²⁴. Branham, in 2005 mentioned in his study that an employee, due to an overwork climate, feels stressed and becomes unable to balance work and family life, which later makes him quit the organization. Researchers have suggested that organizations must ensure a balanced work and professional life, which is important in employee longevity²⁴. In his study, the researcher has taken 2 antecedents of employee longevity: Work-Life

Balance & Job Satisfaction. Considering the context, the proposed hypothesis will be H1: There exists a significant impact of overwork culture on Employee longevity. Our mediating variable, Psychological detachment, is understood as physically staying away from work for some time and not keeping oneself busy in any work-related issue during off-job time²⁵⁻²⁹. The term "Psychological detachment" was first coined by³⁰ in 1998, and they described it as an "individual's sense of being away from work situations"³¹. Psychological detachment is considered positive for employees because it reduces the stress due to job demand, reduces job anxiety, and hence the counterproductive work behavior³².

1.6 Beyond Psychological Detachment

Psychological detachment is again understood as a thought from a different state of mind. In some studies, it is also understood from a human personality point of view, where an individual's personality of work holistically motivates him to give extra time to his work. Researchers examined the mediating effects of over-commitment and the moderating effects of attachment orientations (anxiety and avoidance). Nevertheless, attachment anxiety did not moderate the association between psychological detachment and either role conflict or ambiguity. On the other hand, the findings show that attachment avoidance moderates the association between workload and psychological detachment. Further research revealed that workload and psychological detachment from role conflict were entirely mediated by over-commitment.³¹ It has also been studied from 2 different aspects called Affective Rumination and problem-solving Pondering³³ where affective rumination shows negative work behavior like recurring thoughts about work and problem-solving pondering reconsiders work-related issues during the free time slots which are considered positive and outcome-oriented.

1.7 Concomitants of thinking about work

According to studies done by³³, 3 other elements were added, which occur simultaneously with work. They are Irritation, worry, and neuroticism. Irritation to work happens when someone knows the negative outcome of the work accomplished. Worry occurs when there is uncertainty about the completion of work, and neuroticism is a psychological trait from the big five models of personality, which shows moody, nervousness, irritability, anger, or sad kind of quick behavior in an extremely high neuroticism person. These work-related traits can be avoided if psychological detachment is supplied to the necessary extent. As we intend to check the effect of Employee psychological detachment on Employee longevity and employee longevity, our study has been understood from 3 dimensions, so the relationship between different dimensions of employee longevity will be checked with Employee Psychological detachment.

1.8 Hypothesis

H2: The overwork culture has a substantial impact on psychological detachment.

H3: Employee longevity is significantly affected by the psychological detachment

H4: The association between an overwork culture and employee longevity is mediated by psychological detachment.

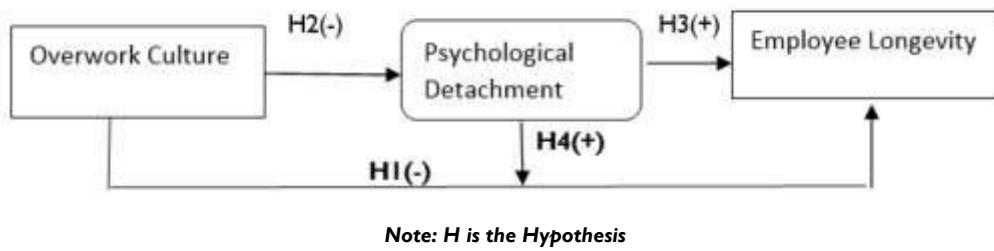


Fig 1. Conceptual Model

2. MATERIAL AND METHODS

2.1 Sample

The sample of our study incorporated 116 working professionals. The main task of this professional was to deliver services to their company; we targeted 116 IT professionals out of the data where they were more into dealing with the most stressed tasks, dealing with end-to-end projects, testing the software, and developing the software, dealing with end to end customer queries. These tasks are treated as high-risk tasks as respondents directly dealt with the customers. The average age of participants (56 Men and 60 Women) was 31 to 40.

2.2 Procedure

We contacted the IT professionals through social networking

sites and telephonic conversations with questionnaires in Google form. We took their response after getting their consent to fill out the form. As a result, we received 123 respondents, of which 116 samples were finalized with complete data, of which 48.2 % were for males and 51.8 % were from female respondents. Therefore, 100 percent IT professional data were taken for study, and in terms of age, as we can see in Table-1, we segregated the age into 4 categories starting from 20 years to 30 years (39.65%), 31 years to 40 years (48.2%), 41 years to 50 years (3.44%) and above 50 years (8.71%). For income, also we divided the current sample into 4 major categories. For example, for 3 lakhs to 6 lakhs, we collected 46.55% responses; for 6 lakhs to 8 lakhs, we collected 6.89% responses; for 8 lakhs to 10 lakhs, we collected 8.62% responses; and for above 10 lakhs, we collected 27.58% of the responses, all total.

Table-1. Background characteristic of the sample

Variables	Coding	Valid Percent
Gender	Male (0)	48.2
	Female(1)	51.8
Job Sector	IT Sector(0)	100
Age	20-30 (0)	39.65
	31-40(1)	48.2
	41-50(2)	3.44
	Above 50 (3)	8.71
Income Level	3Lakh - 6 Lakh(0)	46.55
	6 Lakh-8 Lakh(1)	6.89
	8 Lakh- 10- Lakh(2)	8.62
	Above 10 Lakh(3)	27.58

2.3 Measures

Overwork climate, with its components, Overwork endorsement, and Lack of overwork reward, was measured by the scales used by Depolo². It was subscales with 11 items, and respondents used a 5-point scale ranging from 1 to 5(strongly disagree, disagree, neutral, agree, and strongly agree) to indicate the frequency that they have faced the situation that is described in the questionnaire (Sample items were "Management encourages overtime" and "A policy exists to restrict overtime"). The Cronbach's α value for Overwork

endorsement was 0.80, and for lack of overwork reward, it was 0.70, which is considered desirable for the study. The psychological detachment was measured by 5 item scale developed,³⁴ and items had to be answered on 5 points Likert scale ³⁵. The sample questionnaire was "As soon as I get up in the morning, I start thinking about work problems." and "When I get home, I can easily relax and "switch off" work.". The Cronbach's α value for Psychological detachment was 0.88. Employee Longevity in this study was measured from two different components: Job satisfaction and Work-Life balance.

Job satisfaction was measured by 11 item scale developed by ³⁶was used. Sample items were "I am happy to work with my peers.", "My workplace is more comfortable to do my job." etc. The reliability of the job satisfaction scale for the current study was 0.87. Similarly, for Work-Life balance, we have used 5 item scale developed by Hayman, as referred to by ¹⁷. The Cronbach's α value for the scale was 0.80, and the sample question was 'My personal life suffers because of work.' Again, 5 point Likert scale was used for employee longevity ranging from 1 to 5, where 1 denotes strongly disagree and 5 denotes strongly agree.

2.4 Controls

We included age, income, gender, and location as control variables ³⁷. However, these variables may co-cover with the variables under study, e.g., psychological detachment, overwork culture, and employee longevity, which may cause spurious relations. Data Analysis was performed using Smart PLS 4.

2.5 Strategies employed

The research was conducted while participants worked in the

IT sector with different job roles. Also, it was ensured that they were working in the IT industry for a minimum of 3 years so that they have faced both the situation of overwork culture and normal working culture. Special care was taken to avoid drawing any conclusion while doing the interview, but the result was drawn solely based on responses received.

3. DATA ANALYSIS

3.1 Measurement Model

The measurement model in smart PLS displays the associations between the constructs and the indicator variables. While evaluating the Measurement model, indicators with low factor loading (0.60) were removed ³⁸. In addition, items corresponding to a Lack of overwork culture were removed (4) from the analysis due to low factor loading. Also, 5 items from Job satisfaction were removed from the study due to their negligence effect on the study. The reliability analysis, which includes composite reliability, is the first part of the measurement model. The desirable cutoff value for composite reliability is 0.70 (Ringle et al., 2018).

Table-2. Factor Loading, Reliability, and Validity

	Factor Loading	Alpha	Composite Reliability	AVE
Employee Longevity		0.961	0.965	0.683
ELJS1	0.871			
ELJS10	0.752			
ELJS11	0.880			
ELJS4	0.909			
ELJS5	0.871			
ELJS8	0.740			
ELWLB1	0.860			
ELWLB2	0.860			
ELWLB3	0.862			
ELWLB4	0.886			
ELWLB5	0.893			
Employee Psychological Detachment		0.909	0.936	0.786
EPD1	0.877			
EPD2	0.858			
EPD4	0.891			
EPD5	0.920			
Overwork Culture		0.890	0.915	0.608
OWC1	0.878			
OWC2	0.870			
OWC4	0.825			
OWC6	0.816			
OWC7	0.719			

In Table-2, AVE helps us to measure the convergent validity, and the value of AVE should be more than 0.50 in all cases. In our data, 5 items had less factor loading; hence, the AVE value was below 0.5. For this, we removed the low-factor loading items, and they could not represent the construct. In our data,

Overwork culture was not properly represented by Lack of overwork reward, so we removed the items of Lack of Overwork Reward from our research data. And the AVE value was adjusted to the desired value.

Table-3. Discriminant Validity using HTMT		
Heterotrait-monotrait ratio (HTMT) – Matrix		
	EL	EPD
EL		
EPD	0.323	
OWC	0.339	0.897

In Table-3, Discriminant validity is calculated to differentiate the 3 different constructs. To show them statistically different from each other, we conducted the discriminant validity test Heterotrait-monotrait ratio (HTMT). From Table-2, Overwork culture correlates 0.339 with Employee longevity, and

Employee psychological detachment correlates 0.323 magnitudes with Employee longevity. Similarly, employee psychological disconnect has a correlation of 0.897 with overwork culture.

3.2 Structural model

Table-4. Hypothesis Testing (Using PLS 4- Bootstrap)

	Path Coefficient	Standard deviation	T- Statistics	P values
H1:OWC -> EL	-0.343	0.082	4.202	0.000
H2:OWC -> EPD	0.808	0.041	19.763	0.000
H3:EPD -> EL	-0.156	0.161	0.968	0.333

In this Table-4, the impact of OWC on EL is 4.202, which should be more than 1.96; as here for H1, which measures whether OWC is having any impact on EL, T-statistics of OWC -> EL is more than the desired value, so the relationship is significant here, which means the analysis has failed to accept the null hypothesis. Keeping the p-value less than 0.005 and the T statistics value of more than 1.96, there is a significant impact of OWC on EL of this relationship is significant. Similarly, for

the relationship between OWC and EPD, which the H2 hypothesis evaluates, we can see that the T- statistics value is much more than 1.96, as it is 19.763. Hence, the impact of OWC on EPD is highly significant, rejecting the null hypothesis and accepting the alternate hypothesis. But again, there is almost partial significance between EPD and EL for hypothesis H3 as the T- Stats value is 0.968, close to 1.96, and the p-value is 0.333. Here the model partially failed the null hypothesis.

3.3 Mediation Analysis

Table-5. Mediation Analysis

Total Effect		Direct Effect		Indirect effect				
Coefficient	T statistics	Coefficient	T statistics	Hypothesis	Coefficient	T statistics	P values	
OWC -> EL	-0.383	4.202	-0.217	1.355	H4: OWC ->EPD ->EL	-0.126	0.945	0.345

IN Table-5, Last but not least, H4 assesses whether EPD mediates the connection between OWC and EL. The results show that the total effect (H1) was found significant ($\beta = -0.383$, $t= 4.202$, $p < 0.005$). However, when the mediator was introduced into the model, the effect was -0.217, i.e., decreased ($\beta = -0.217$, $t=1.355$, $p < 0.005$). This means when an

overworked culture is mediated by Employee psychological detachment, the effect on Employee longevity decreases, or employees tend to continue in that organization. But as the impact is very less, that is $(-0.343+0.217= -0.126$, i.e., 12.6 % impact), so, Table.4 analysis cannot completely accept the alternate hypothesis H4.

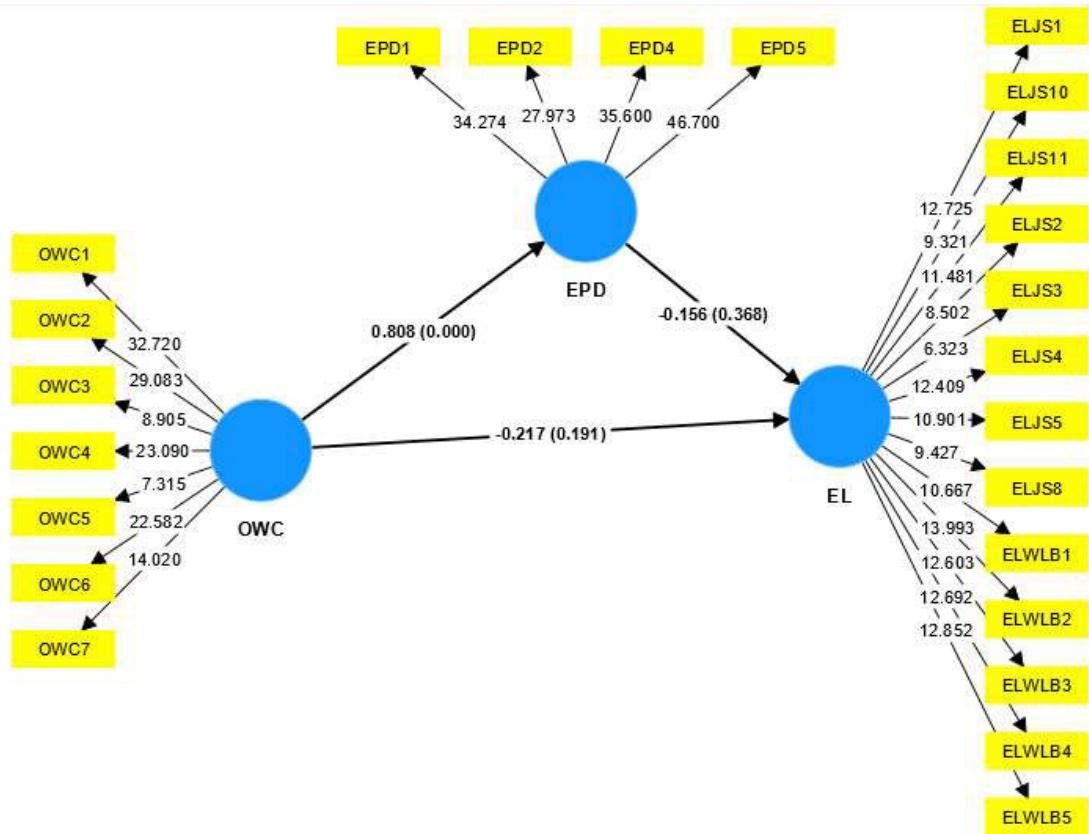


Fig. 2 depicts the complete research model using Bootstrap, where the individual factor loading is visible. Again, it is noted that there is a link between the dependent and independent variables.

Fig.2 Graphical model of Dependent variable and Independent Variable

4. RESULTS

The study was conducted to determine the significant relationship between overwork culture and employee longevity. Also, it was intended to identify whether there is any mediating role of psychological detachment in the relationship that OWC has with EL. Research analysis and discussion found that an overworked culture in organizations strongly impacts employee longevity. As employees will get a low-stressed workplace, they will intend to incline more towards such a workplace. But at the same time, this research failed to identify the mediating role of psychological detachment on the relationship between overwork culture and employee longevity. In Table I, AVE aids in measuring convergent validity, and its value should always be greater than 0.50. Five items in all had very low factor loading in our data, which caused the AVE score to fall below 0.5. We eliminated the low factor loading elements because they couldn't accurately reflect the concept. The lack of overwork reward was not an accurate

representation of the overwork culture in our data. Thus, we took it out of the analysis. The discriminant validity for the differentiation of the three separate constructs is determined in Table 2. In Table-2, Employee psychological detachment correlates with employee longevity of 0.323 magnitudes, while overwork culture correlates with employee longevity of 0.339. The association between employee psychological disconnection and the culture of overwork is also 0.897. As here for H1 in Table-3, which measures whether OWC is having any impact on EL, T-statistics of OWC \rightarrow EL is more than the desired value, so the relationship is significant here, which means the analysis has failed to accept the null hypothesis. H4 in Table 4 evaluates whether EPD mediates the relationship between OWC and EL. The findings demonstrate that the overall effect (H1) was significant ($= -0.383$, $t=4.202$, $p 0.005$). The themes and sub-themes of the thematic analysis are represented below and were discussed based on responses received through interviews.

Table-6. Key Themes and Sub-themes of thematic analysis.

Key Themes and sub-themes of the thematic analysis	
Key Theme	Sub Theme
I. Overwork culture influences employee psychological detachment and employee longevity in the organization	1.1 Job satisfaction and Work-life balance plays a major role behind individuals' decision towards continuing in an organization
2. Psychological detachment mediates the effect of an overworked culture on employee longevity	2.1 Psychological detachment has a significant effect on managing work-life balance

Table-6 depicts the themes and sub-themes of thematic analysis where concepts cannot be segregated and overlapped due to their interdependency nature. For example, overwork culture influences employee psychological detachment and employee longevity. When I talked with the employees, they shared, "Due to the overburden of work, we feel pressured to complete the task on time. If it is not accomplished on time, we have to elongate it beyond office hours, which later has other negative effects." (Response received during the interview).

4.1 Concluding reflections from Theme-1

Though employees are concerned with balancing work and family life, the overwork culture must be distinct from their routine life. In other words, they need help understanding the thin line of difference to manage between the two extreme ends. Psychological detachment mediates the effect of an overworked culture on employee longevity. When asked about the overwork culture and their intention of continuing in the organization, they responded in a way that gives more inclination towards getting psychologically detached after work. "If we get quality time to spend with family and also some me-time, then the workplace is not a bad place to discontinue" (Response received during the interview)

4.2 Concluding Reflection on Theme-2

This indicates that employees require some temporary disconnection from the office to regenerate themselves for the other day.

5. DISCUSSION

The study establishes a relationship between OWC, EPD, and EL. The hypothesis analysis confirms that there has a very significant impact of OWC on EPD. From Fig.3, it is seen that EPD is 80.8 % affected by the presence of OWC, which means EPD is strongly affected when an overworked culture is maintained in the organization. The more the OWC, the less the psychological detachment from work. Employees cannot free up their minds from work even if they are away because of the overwork culture. It proves the theory given by ³⁹ that overwork culture and EPD are natively connected. We did a novelty analysis with this study to determine EPD's mediating role on employee Longevity. We have collected enough proof that overwork culture is a strong antecedent of employee longevity^{23,24,40}. Still, while studying our data set for this research, it is now found that overwork culture has little impact on employee longevity. After covid-19, employees are so used to the overwork culture and employee job security becoming a new buzzword; it seems people have now accepted being in an overburdened environment. Our study shows that

an overworked culture has a 34.3% impact on employee longevity without giving any psychological detachment. Still, when employee detachment is added, the effect of overwork culture is reduced to 21 %, which signifies that although OWC is not having a bigger impact on employee retention, the presence of employee detachment during off-job decreases it to a bare minimum. Research on Psychological detachment also shows that, Although psychological detachment is required to return to the workplace in an operational mode, a high level of detachment may hurt job performance. In one study, the author demonstrated that high psychological detachment can improve life satisfaction. Still, he also demonstrated a curvilinear relationship between job performance and psychological detachment⁴¹⁻⁴³. People have started thinking about their mental health and have understood the necessity of temporarily switching off from the workplace. Studies found that workers' mental health declines linearly due to their labor hours. These results suggest that people who place excessive value on job satisfaction put in a lot of overtime, which is bad for their mental health. People could have false assumptions about the dangers of overworking for their mental health, which might motivate them to spend more time at the office⁴⁴. In our research, it might happen that after covid-19, job insecurity and other job-related issues have suppressed employees so much that they are not accepting or expressing their willingness or interest in getting temporary work off after working hours. Again many organizations have adopted the culture of being overburdened or overworked and have generated a belief that an overworked culture is an essential element behind a company's growth²⁹. Our research only shows approximately 13% effect of psychological disconnect on employee longevity, and the decrease in this effect shows clear evidence that the new generation has started accepting an overworked culture. Employees have started choosing other options to free their minds, sometimes to relieve stress^{33,45}. Another analysis of this research shows that work-life balance is a major predictor of employee longevity as it shows higher factor loading on EL. This indicates that if the employee can manage work-life balance through clear verbal expressions, his job satisfaction also increases, positively affecting employee longevity^{16,23,35,46}. Similarly, with job satisfaction, We can conclude that Employee Psychological detachment somewhat mediates the association between Overwork culture and Employee Longevity, even though our hypothesis could not reject the null hypothesis.

5.1 Practical Implication

This research gives an insight into the idea that psychological detachment is necessary for employees to work freely and with mindfulness. It has also shown an impact on employee longevity. Also, it shows that an overworked culture is very

much affected by psychological detachment. But due to Covid-19 implications on the Indian employment rate and economic conditions of corporate companies, many of the issues have surpassed the effect of psychological detachment on employee longevity. Earlier studies reveal that employees were in demand for temporary breaks from work, but the current study shows little impact on employee longevity decisions. Very few studies have been done after Covid-19 on this topic, and it can give a completely different direction to the current flow of research.

6. CONCLUSION

This study demonstrates the mediating impact of EPD on EL, where an organization has an overworked culture. This paper presents one of the earliest attempts to establish a mediating relationship between EPD and EL. Where studies confirm that OWC has a major impact on Longevity, it was not as proven by our research. This gives us a novelty and new information that, after Covid-19, employees rarely hesitate to overwork culture and have accepted this as a normal working environment. Job insecurity may be a reason behind the shift in employee preference, as the author has conversed with the respondents, and job insecurity was a major issue among them in the private sector. Still, EPD could influence approx 13 % of EL.

6.1 Research Contribution and Limitations

This research study has some limitations that must be mentioned. First, this study has been conducted in the private IT sector in India; the model may be replicated in other

contexts. Secondly, only a few of the factors of overwork culture have been tested; this result may vary if other factors like job involvement and information overloading can also be studied. Finally, a future study may be done by taking a larger sample and also with a cross-sectional study to affirm the validity of the research. Mediating variables can also be changed to Trust in employees, perks available from the company, or job security aspect, and a study can be done.

6.2 Ethical Statement

All the responses collected from the IT professionals were not disclosed to any other source and were solely used for research and analysis purposes. Their consent was taken for the same, and the analysis result must be shared with the respondents only on special request. Their consent is also taken regarding publishing the analyzed result on different research resources keeping their identities hidden.

7. AUTHOR CONTRIBUTION STATEMENT

Ms. Smita Barik gathered and analyzed the data related to this research. Dr. Jaya Yadav conceptualized and gave her necessary inputs to this research and manuscript design. The research methodology was finalized after discussion with all the authors, and the result was incorporated into the final manuscript.

8. CONFLICT OF INTEREST

Conflict of interest declared none.

9. REFERENCES

1. Lazauskaitė-Zabielskė J, Urbanavičiūtė I, Žiedelis A. Pressed to overwork to exhaustion? The role of psychological detachment and exhaustion in the context of teleworking. *Econ Ind Democr.* 2022;1-18. doi: 10.1177/0143831X221095111.
2. Depolo GMWBSDGM. Overwork climate scale: psychometric properties and relationships with working hard. *J Manag Psychol.* 2016;31(4).
3. Berberoglu A. Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals. *BMC Health Serv Res.* 2018;18(1):399. doi: 10.1186/s12913-018-3149-z, PMID 29859066.
4. Uhl-Bien M, Riggio RE, Lowe KB, Carsten MK. Followership theory: a review and research agenda. *Leadersh Q.* 2014;25(1):83-104. doi: 10.1016/j.ledqua.2013.11.007.
5. Van Der Hulst M, Geurts S. Associations between overtime and psychological health in high and low reward jobs. *Work Stress.* 2001;15(3):227-40. doi: 10.1080/026783701110.1080/02678370110066580.
6. De Croon EM, Sluiter JK, Blonk RW, Broersen JP, Frings-Dresen MH. Stressful work, psychological job strain, and turnover: a 2-year prospective cohort study of truck drivers. *J Appl Psychol.* 2004;89(3):442-54. doi: 10.1037/0021-9010.89.3.442, PMID 15161404.
7. Mariappanadar S, Aust I. The darkside of overwork: an empirical evidence of social harm of work from a sustainable HRM perspective. *Int Stud Manag Organ.* 2017;47(4):372-87. doi: 10.1080/00208825.2017.1382272.
8. Journal S. Norwegian National Institute of Occupational Health in relation and health to work Workhours stress, recovery;2015.
9. Piotrowski A. Lack of control over work and organizational citizenship behavior: overwork climate as a suppressor variable(September); 2020.
10. Mina J. Organizational climate and job satisfaction among academic staff in some selected Private Universities in South west Nigeria. *Phys Rev E.* 2011.
11. Whitley P. Motivation. Oxford: Capstone Publishing; 2002.
12. Wolpin R, GABT. *Psychology of motivation.* Georgetown, Ontario: Irwin Publishing; 1999.
13. Mazzetti G, Guglielmi D, Schaufeli WB. Same Involvement, Different Errant Reasons: how Personality

Factors and Organizations Contribute to Heavy Work Investment;2020.

14. Mazzetti G, Schaufeli WB, Guglielmi D. Are workaholism and work engagement in the eye of the beholder?: A multi-rater perspective on different forms of working hard. *Eur J Psychol Assess.*2018;34(1):30-40. doi: 10.1027/1015-5759/a000318.
15. Clark CS. Job stress. *CQ Res.*2009.
16. Dhas B. A report on the importance of work-life balance;2018;(January 2015).
17. Tinuke M. An exploration of the effects of work-life balance on productivity an exploration of the effects of work-life balance on productivity;2015;(June 2014).
18. Gragnano A, Simbula S, Miglioretti M. Work-life balance: weighing the importance of work-family, and work-health balance. *Int J Environ Res Public Health.* 2020;17(3):907. doi: 10.3390/ijerph17030907, PMID 32024155.
19. Bateman TS, S. Management: leading & collaborating in a competitive world. McGraw-Hill;2011.
20. Herzberg F. Work and the nature of man. London: World Publ.;1968.
21. Clinic A, State E, State E, Centre S. A review of employees' job satisfaction and its effect on their retention. 2019;2:93-114.
22. Omari GC, Manyele SV, Mwaluko G. Analysis of employee's longevity and academic development in forensics science laboratory;2019. p. 206-30.
23. Kossivi B, Xu M, Kalgora B. Study on determining factors of employee retention. *Open J Soc Sci.*2016;04(5):261-8. doi: 10.4236/jss.2016.45029.
24. Kamalaveni MS, Ramesh STV. A review of the literature on employee retention. *Empower Organ.* 2019;5(4):202-12.
25. Sonnentag S, Kruel U. Psychological detachment from work during off-job time: the role of job stressors, job involvement, and recovery-related self-efficacy. *Eur J Work Organ Psychol.*2006;15(2):197-217. doi: 10.1080/13594320500513939.
26. Sonnentag S. Psychological detachment from work during leisure time: the benefits of mentally disengaging from work. *Curr Dir Psychol Sci.*2012;21(2):114-8. doi: 10.1177/0963721411434979.
27. Lai L. Work segmentation, psychological detachment, and burnout: the moderating role of work-related communication technology used during leisure hours;2021. p. 145-80.
28. DeArmond S, Matthews RA, Bunk J. Workload and procrastination: the roles of psychological detachment and fatigue. *Int J Stress Manag.*2014;21(2):137-61. doi: 10.1037/a0034893.
29. Bhandarker A, Rai S. Toxic leadership: emotional distress and coping strategy. *Int J Organ Theor Behav.*2019;22(1):65-78. doi: 10.1108/IJOTB-03-2018-0027.
30. Etzion D, Eden D, Lapidot Y. Relief from job stressors and burnout: reserveservice as a respite from job stressors and burnout: reserveservice as a respite. *J Appl Psychol.* 1998;(March 2014);83(4):577-85. doi: 10.1037/0021-9010.83.4.577, PMID 9729927.
31. Potok Y, Littman-Ovadia H. Does personality regulate the workstressor-psychological detachment relationship? *J Career Assess.*2014;22(1):43-58. doi: 10.1177/1069072713487853.
32. Chen Y, Li S, Xia Q, He C. The relationship between job demands and employees' counterproductive work behaviors: the mediating effect of psychological detachment and job anxiety. *Front Psychol.*2017;8(OCT):1-15. doi: 10.3389/fpsyg.2017.01890, PMID 29163274.
33. Weigelt O, Gierer P, Syrek CJ. My mind is working overtime—towards an integrative perspective of psychological detachment, work-related rumination, and work reflection. *Int J Environ Res Public Health.* 2019;16(16). doi: 10.3390/ijerph16162987, PMID 31434205.
34. Sonnentag S, Fritz C. The recovery experience questionnaire: development and validation of a measure for assessing recuperation and there covery experience questionnaire: development and validation of a measure for assessing recuperation and unwinding from work. *J Occup Health Psychol.* 2007;12(3) (August):204-21. doi: 10.1037/1076-8998.12.3.204, PMID 17638488.
35. Moreno-Jiménez B, Mayo M, Sanz-Vergel AI, Geurts S, Rodríguez-Muñoz A, Garrosa E. Effects of work-family conflict on employees' well-being: the moderating role of recovery strategies. *J Occup Health Psychol.*2009;14(4):427-40. doi: 10.1037/a0016739, PMID 19839662.
36. Ather SM, Nimalathan B. Association between quality of work life and job satisfaction: a study of academic professionals of private universities in Bangladesh. *Chittagong Univ J Bus Admin.*2006;21:9-23.
37. Cullen JC, Hammer LB. Developing and testing a theoretical model linking work-family conflict to employee safety. *J Occup Heal Psychol.* 2007;12(3):266-78. doi: 10.1037/1076-8998.12.3.266, PMID 17638492.
38. Latif KF, Nazeer A, Shahzad F, Ullah M, Imranullah M, Sahibzada UF. Impact of entrepreneurial leadership on project success: mediating role of knowledge management processes. *Leadersh Organ Dev J.*2020;41(2):237-56. doi: 10.1108/LODJ-07-2019-0323.
39. Shimazu A, De Jonge J, Kubota K, Kawakami N. Psychological detachment from work during off-job time: predictive role of work and non-work factors in Japanese employees. *Ind Health.* 2014;52(2):141-6. doi: 10.2486/indhealth.2013-0210, PMID 24492761.
40. Al-Suraihi WA, Samikon SA, Al-Suraihi AHA, Ibrahim I. Employee turnover: causes, I. *Eur J Bus Manag Res.*2021;6(3):1-10.
41. Fritz C, Yankelevich M, Zarubin A, Barger P. Happy, healthy, and productive: the role of detachment from work during on worktime. *J Appl Psychol.* 2010;95(5):977-83. doi: 10.1037/a0019462, PMID 20836591.
42. Olafsen AH, Bentzen M. Benefits of psychological detachment from work:

does autonomous work motivation play a role? *Front Psychol.* 2020; 11 (April): 824. doi: 10.3389/fpsyg.2020.00824, PMID 32425862.

43. Abduljabbar NA, Batoon N. Superior-subordinate relationship, job satisfaction, and organizational commitment in NCB. 2021; 18 (14): 797-805.

44. Kuroda S, Yamamoto I. Why do people overwork at the risk of impairing mental Health? *J Happiness Stud.* 2019; 20 (5): 1519-38. doi: 10.1007/s10902-018-0008-x.

45. Gross S, Semmer NK, Meier LL, Kälin W, Jacobshagen N, Tschan F. The effect of positive events at work on after-work fatigue: they matter most in the face of adversity. *J Appl Psychol.* 2011; 96 (3): 654-64. doi: 10.1037/a0022992, PMID 21480686.

46. Rahadjo W, Mulyani I, Andriani I, Qomariyah N. Factors influencing employee's quality of life during COVID-19 pandemic. 2020; 5 (2): 164-74.