Stakeholder Perspectives on Overtime Culture

Haoyi Zhu

Swiss Hotel Management School, Daqing, China

Email: ZHUHAOYI666@GMAIL.COM

Abstract. The diversity of corporate stakeholders is an inherent property of multi-stakeholder collaborative systems, which is a necessary condition for creating a corporate overtime culture. While past research on overtime has been limited to policy as well as culture, this paper explores overtime culture in the Internet industry through the perspective of stakeholders, the conflict of interests and the collusion of stakeholders, who are mutually bound and mutually exclusive, a dynamic that once revealed, the overtime culture of Internet companies will face reality and stakeholder tensions will surface. The impact of this relationship on the overtime culture has only gained the attention of all parties. This paper argues that only by taking the hidden costs of stakeholders into account can we break the collusion in overtime culture and truly achieve stakeholder equilibrium.

Keywords: Stakeholder, overtime culture, internet economy, health management, employee healthy

1   Introduction

The value conflict and collusion between stakeholders have always been essential for enterprise development and innovation. With the continuous development of China's economy, how to solve the value conflict and collusion between different stakeholders in the enterprise has received attention, especially in the overtime culture. The enterprise's employees, management, and consumers have different positions and values orientations.

Customers, funders, owners and society as a whole often expect different value outcomes from a company [1]. In the work overtime culture, different stakeholders have different positions [2]. Suggest that its stakeholders can gain access to corporate participation and decision-making through proactive and informal means. In turn, companies need to identify the interests and relevance of each group so that corporate policies and priorities can be modified in line with current aims of how to effectively meet each group's needs and expectations.

For employees, Peng argues that job promotion, career development, the intrinsic value of work, the low status of workers in the workplace, and employer preferences all contribute to them working long hours [3]. Does the enterprise require or direct them to devote much time to accomplish short-term goals? Does this make sense for the de-

velopment of the enterprise? Management also has their position, they want to get the most benefit with the least cost, and the management will put pressure on the employees in terms of efficiency and output. On the consumer side, they have their own needs. They want to get the lowest price in comparison and get a higher quality product. The research on enterprise overtime culture is more concentrated, and overtime is based on the impact on the company and the relationship between overtime and employee health.

Corporate management is moving from "stakeholder influence" to "stakeholder participation". This study intends to study the mechanism of the role of external stakeholders - customers, collaborators and society - and internal stakeholders - managers and employees - in the overtime culture of Internet companies, focusing on why and how the value conflicts and collusion of different stakeholders can influence the overtime culture of companies. The study analyses why and how the value conflicts and collusion of different stakeholders can influence overtime culture, how to influence overtime culture and the results of the influence, and elaborates on the radiating functions of overtime culture in internal and external stakeholders from the perspectives of customer loyalty analysis, supply chain cooperation performance, the solution of the rent-seeking problem of agents and the achievement of the psychological contract of employees. It also summarises the mechanism of corporate overtime culture's role in enhancing companies' core competitiveness from the perspective of stakeholders. Regarding research methodology, this study uses the grounded theory method and NVIVO 12 software to import verbatim scripts that have been interviewed and collated into the software. The imported material is then analysed and coded to create free nodes, which can then be coded twice, depending on the direction and purpose of the research, or a case study of the free nodes, and finally, the visualisation is obtained through the software.

2   Background

Overtime work is common in East Asian societies, epitomised by the lives of the Japanese working class. In China, Peng shows how overtime culture is maintained and legitimised in urban China and how white-collar workers endure, rationalise and adapt to it, through ethnographic data collected from participant observation and interviews within and outside Shanghai companies [3]. They found that the pathological culture of long working hours stems from workplace management and social control.

From the "overtime phenomenon" to the "overtime culture", it is a kind of uncontrolled encouragement and guidance for employees to work overtime for the purpose of achieving low cost and high profitability, thus packaging it as a culture [4]. The most obvious manifestation is unpaid overtime [5]. In this case, the enterprise gives some informal benefits or subsidies instead of overtime pay, and the actual cost of such benefits and subsidies is often lower than the cost of overtime work, such as free dinner, free movies, taxi reimbursement, etc. Secondly, for the company, extending the working hours of existing employees to complete organisational tasks provides a high degree of flexibility and, more importantly, saves huge costs, such as recruitment costs,

training costs, the cost of insurance and other hidden costs [6]. These costs are inevitably much higher than the cost of overtime for employees.

There are numerous ways in which companies can enforce a culture of overtime. Companies have implemented 'flexible working hours' policies, which have kept employees in the office later in the evening and normalised this late-night work. Instead of hiring more staff and calculating the amount of time each worker puts into a project in advance, the company instils the belief that no matter how much time and effort they put in, it is always part of their job, not a specific amount of time worked, but that the impression one's performance makes on supervisors will determine one's salary and promotion [7]. In addition, companies encourage the promotion of social media platforms that operate 24/7 as a communication tool between employees and between employees and supervisors, which legitimises working overtime from home during what should be leisure time. According to Houdmont et al. employees who work high overtime hours have significantly lower levels of mental health than those who work low overtime hours [8]. Workers who work long overtime show higher levels of irritability, fatigue, anxiety, depression and poor physical reactions, regardless of gender. The overtime culture also causes a degree of trouble for employees' families. They spend a lot of time at work at the expense of their families and spare time. In the event of a conflict between families or even family members, this will seriously affect employees. Mental health will also indirectly lead to problems with the quality of work and physical and mental health. This situation is a destructive cycle for the employee and even for the company. When employees work overtime, the company must take responsibility for the quality of their work should problems arise.

3   Aims and objectives

3.1   Aims

Looking for a method to balance the value conflict between different stakeholders under overtime culture

3.2   Objectives

Objective 1: To explore the underlying factors that caused the prevalence of overtime culture.

Objective 2: To explore value conflicts and collusion among various stakeholders.

Objective 3: To explore how to optimise the value conflicts between stakeholders and the problems brought by overtime culture.

3.3   Research Objectives

This study intends to delve into the factors that contribute to the prevalence of overtime culture in the Internet industry from the perspective of stakeholders. By examining the mechanisms underlying the role of different stakeholders - customers, collaborators,

managers, employees and society - in the formation of an overtime culture and ulti-mately elaborating on how the behavioural choices of internal and external stakehold-ers affect corporate culture from the perspectives of customer loyalty, supply chain cooperation, agent rent-seeking issues and employee psychological contracts, the study attempts to build a comprehensive and systematic model of the internal mechanism of action.

4   Motivation

In recent years, large-scale companies in China have implemented a small-week working system during high-speed development. The working pressure is enormous, and the high work strength has been one of the direct reasons that lead to the sudden death of labour. The culture of overtime work negatively affects individual workers, corporate development and the social economy, and the problems it brings cannot be ignored. For individuals, frequent overtime work and heavy household chores usually result in accumulative fatigue and impair bodily functions and quality of life. For companies, prolonged overwork affects the health of employees, which in turn reduces employee productivity and the overall productivity of the company. The overtime culture, which can exacerbate conflicts between employers and employees, hinders sustainable economic development for society. In addition, with China's economy and cultural development, people are increasingly concerned about their values and im-proving their quality of life. The culture of overtime work is a severe infringement of workers' values and goes against the current social development trend. This problem is most urgently in need of a solution at this stage. Therefore, theoretically analysing the formation mechanism and key influencing factors of this problem, and proposing corresponding suggestions to avoid or alleviate the overtime culture in response to the research findings, will be of great practical significance to individuals, companies and society.

5   Contribution

The stakeholder perspective broadens the perspective of corporate culture building. By focusing only on the whole organisation, the previous study does not distinguish be-tween the characteristics of different stakeholder groups and does not provide a com-prehensive picture of the formation of a corporate overtime culture. In addition, cor-porate culture is not only internal to the company but also has a radiating effect on the outside. The study of the internal rules and intermediate transmission links of the corporate overtime culture can give us a clearer understanding of the value conflicts and collusion between different stakeholders in the overtime culture, so this study has a certain reference value for the construction of corporate culture.

6   Literature review

6.1   The stakeholder theory

Decision comprehensiveness reflects the richness of the knowledge base that is reviewed and integrated into the cultural decision-making process, and it is a key prerequisite for decision quality [9]. In a participatory approach, stakeholders from the social, economic and cultural spheres can be involved in, or provide input to, corporate overtime cultural decision-making. In this participatory approach, stakeholders explore their interdependencies and use their knowledge and expertise to integrate and develop their different perspectives and interests [10]. In these systems, the diverse perspectives brought by different stakeholders are expected to enhance the comprehensiveness and, ultimately, the quality of decision-making. While stakeholder diversity is a necessary component of multi-party collaborative systems, it can also induce conflict. Collaboration and conflict are intertwined processes that shape the dynamics of multi-stakeholder collaborative systems [11]. Neville and Menguc emphasise that organisations exist in a complex network of intertwined relationships and need to be aware of the impact of competing, complementary and cooperative stakeholder interactions on the organisation, referred to as stakeholder diversity [12]. Magness states that companies need to be responsive to all stakeholders, but this does not mean that they need to treat all stakeholders equally [13]. Overtime is a mutually binding force for employees, leaders, investors and customers. The relationships that play a key role in achieving business success in China are essentially a network of stakeholders sharing resources to survive based on a coalition of resources [14]. The needs of each stakeholder lead to a steady-state in which employees have to work overtime for better pay and promotion opportunities, leaders achieve short-term efficiency goals, shareholders receive a higher return on investment, and consumers receive a more satisfying consumer experience. While conflict and collusion go hand in hand, the conditions that can support this steady-state are the physical and mental state of employees, which is effectively an intangible cost that is often underestimated. At the same time, companies need to be concerned that stakeholder expectations differ significantly in urgency and that companies should meet the top-ranked expectations first wherever possible. For example, if wages and benefits are the most urgent of employees' expectations, companies should meet them first, while for consumers, product quality, price and sales service are the most urgent expectations.

6.2   The overtime culture in the internet industry

Stakeholders such as customers, investors, managers and society typically have different expectations of the value outcomes of a company. These differences in value expectations are more strongly manifested in Internet companies, which rely heavily on access to heterogeneous external resources such as capital, expertise, distribution and services [1].

   At the macro level, in a liberalised, globalised and market-oriented economic and social environment, companies continue to reduce labour costs through layoffs and

outsourcing [15], and employees feel less secure at work [16], competition and survival pressures increase [17]. In the face of more workloads than before, employees have to work overtime to complete individual tasks and achieve better performance in order to avoid layoffs and unemployment [18]. Hewlett and Luce point out that the globalised macroeconomic environment and the use of information technology have increased the competitive pressure on companies, which is the reason for the increasing number of extreme jobs [19].

At the micro-level, management practices such as time demands [20], regulatory control methods [21], and workplace welfare programmes are direct reasons for employees to work overtime [22]. While employees' perceptions of job stability and security [18], the pursuit of work interest goals such as wealth accumulation and self-fulfilment are the subjective factors that motivate employees to take overtime actions [23].

Companies will encourage employees to work overtime due to higher wage levels and generous performance incentives to meet the needs of employees and corporate management. Sometimes companies will allow overtime and adjust the number of employees to achieve a certain production level. Employees are also eliminated from the company if they do not work overtime to gain the approval of their leaders and complete the appropriate production tasks, so overtime becomes the preferred option for every employee. The more severe the overtime situation in a company, the higher the overtime allowance for employees. The employee's allowance also depends on the share of interest of the shareholders and management of the same company. The greater the shareholder and management interest, the higher the employee's income, but only if the employee is required to do more than the standard scope of work. By managing the value of workers, managers can make workers less resistant to working overtime and even reduce costs. Overtime culture can be understood as management and employees working overtime for a common goal at their expense of themselves.

Overtime is an international phenomenon, especially in some Chinese internet technology companies where a 996 (9 am-9 pm, 6 days a week) working system is a common corporate atmosphere [24]. The National Bureau of Statistics of China revealed in April 2021 that the average working week for employees in Chinese companies was 46.4 hours, 2.4 hours more than the legal maximum working week. In the Internet industry, only the leading companies can gain more market share and profits, which has led to fierce competition among the leading companies, which often have to compete for more market share. The increasing number of internet companies is a fundamental manifestation of the rapid growth of the industry but also increases the level of competition among participants in the industry as a whole. Green points out that the intensification of work and the lengthening of working hours result from the increasing competitive pressure transmitted to workers [25]. On the other hand, Kenney and Zysman target internet platform companies, proposing that the process of market competition makes it necessary for employees to work overtime to cope with the competitive pressures in the market [26]. At the same time, since working hours are positively related to individual output, individuals who choose to work longer hours are more likely to be promoted in the future [27]. Pursuing career outcomes such as salary increases and job promotions are important motivations for employees to work over-

time. Employees who are intrinsically motivated to work overtime are enthusiastic about increasing their work commitment and deriving satisfaction from the increased work commitment and job outcomes [28]. Employees with high self-fulfilment requirements are more likely to work overtime voluntarily [29].

In conclusion, the current academic research field has explained overtime culture mainly regarding industry competition, corporate management strategies and employee subjectivity. To help understand the broader mechanisms of overtime culture formation, this research proposes to examine stakeholder influence, stakeholder identification and classification, and stakeholder conflict and collusion in overtime culture. The overall costs and benefits are compromised when stakeholder diversity is inhibited and a false consensus emerges, i.e. when conflicts arising from an overtime culture are not tolerated or when decision-makers fail to acknowledge and address their differences. It is therefore essential to discuss generic recommendations on how to consider overtime culture from a stakeholder's perspective.

Table 1. Cost-Benefit Assessment

Stakeholders	Value Orientation	Cost	Benefit	Behaviour
Enterprise employees	1. Opportunities for advancement 2. Salary	1. Physical and mental health 2. Time to communicate with family 3. Give up leisure time	1. Get a higher salary 2. A fast path to promotion 3. Get out of debt quickly	1. Increased working hours
Manager	1. Low cost and high return	1. Human resource costs	1. Short-term benefit return 2. Finish projects quickly 3. Reduce labour costs	1. Motivate employees to work overtime
Consumer	1.Consumer culture	1. Pay for goods	1. Get goods quickly 2. Get more timely service	1. purchase behaviour
Collaborators	1. Cost-effectiveness principle	1.Payments for contracts	1. Access to low-cost, high-quality products and services	1.Pushing partner company staff to be more productive
Society	1. Competitive culture	1. Public condemnation 2. Social instability	2. Higher productivity 3. Lower production costs	1. Promoting the spread of a culture of overtime

7   Method

This paper proposes to adopt the grounded theory approach to the study, which does not generally presuppose a hypothesis about the study at the beginning, but rather a bottom-up approach to theory construction by collecting a large amount of data and then constructing and analysing it.

7.1   Pre-interviews

The corporate culture behaviour layer, also known as corporate behaviour culture, refers to the cultural phenomena generated by corporate employees in production and operation, learning and entertainment. Enterprise overtime culture is manifested through the behavioural norms of enterprise employees in their daily work life, which is the integration function, motivation function, orientation function and constraint function of enterprise cultural force manifested in the behavioural culture layer. This paper considers that the stakeholders that can indirectly and directly influence the overtime culture of an enterprise are consumers, collaborators, employees, managers and society. Consumers, collaborators and society are the perceivers of an overtime culture, and their recognition indirectly enhances the influence of an overtime culture, while employees and managers are the implementers of an overtime culture, and their actions, behaviours and decisions directly affect the implementation of an overtime culture. After communicating with the stakeholders of an Internet company in Shenzhen, which implements an overtime culture, the focus areas of the interviews are collated and analysed in this research.

7.2   Interview outline design

Firstly, this study summarises the focus of the narratives with the interviewers in the context of the pre-interviews. The questions in each section are broken down and recorded, addressing the interviewees' actual situation and concerns. These questions are selected and pursued in a focused manner. Next, the content of the questions is reflected upon and adjusted to determine the content of the formal interview. Finally, through discussions with experts and referencing the literature in-depth, thus adding, deleting and revising the content of the interview outline, the outline of the interview is finalised and organised into a mind map to facilitate a clear understanding of all aspects of this study.

7.3   Selection and identification of interviewees

In the process of analysing the value conflicts and collusion of stakeholders, this study found that the five main categories of stakeholders - managers, employees, consumers and collaborators, and society - have a complex influence on the culture of overtime work in companies and that there are direct and indirect ways of influencing them. There is no one-to-one relationship between the stakeholders and each influencing

factor. Therefore, this paper selects these five categories of Internet industry stakeholders as the formal interviewees. Because each interviewee has a different background and experience, it is important to note aspects such as 'gender', 'education' and 'years of experience' to facilitate later analysis and comparison. The study followed the principle of purposive sampling in qualitative research to generate the final interview basic information form.

7.4   Data collection, collation and preliminary analysis

In interviewing the target respondents, care should be taken that the interviewer can guide the respondents' narratives but not overly guide or distort the respondents' narratives of their own experiences or replace the respondents' views or experiences with their ideas.

In collating the data, the structure and purpose of the interviews need to be continually refined, and, with permission, the exchanges during the interviews are audio-recorded and finalised into verbatim transcripts. In order to ensure that the conclusions drawn from the final analysis are convincing, it is necessary to paraphrase what is said by the interviewees at the time of data collection, as intended. At a technical level, in addition to accurately transcribing the recorded interviews into a verbatim draft, it is also important to ask the interviewees to help check the interview notes when conditions permit. When writing the report, one cannot rely on one's inherent impressions of the interviewer and the interview content but needs to double-check and examine each interview note. Data analysis is shifting the verbatim draft of an interview that has not yet been processed to an evidence-based interpretation. Therefore, the analysis is to analyse the information from the interviews thoroughly and impartially to distil the meaning of a certain perception, revelation and certain behaviour.

By repeatedly reading the interviewer's verbatim transcript and circling the keywords in it, there is some "causal" or "primary" or "secondary" or "juxtaposition" relationship between keywords in the same case and between different cases. There is a great deal of information in the interviews for each case. This information needs to be extracted as key information, categorised and grouped, enabling the interviews to be grouped together. In executive research, coding means specifying one or more classification criteria and then corresponding the primary information obtained from the interviews into the appropriate nodes.

7.5   NVIVO coding and analysis

The NVIVO software imports the collected documents, pictures, audio, video and other first-hand materials into the system. It can set key points in the materials into nodes according to the needs of one's research, and then by integrating and configuring the nodes that are related or contain common attributes, the coding effect is finally achieved. The researcher can then combine the analysis capabilities of the NVIVO software to derive the coding results into a theoretical research model. The final results can be presented as pie charts, scatter plots, radar plots, or a variety of visualisations such as word clouds, stump structure diagrams or cluster analysis schematics.

In this study, the verbatim texts of the interviews are coded at different levels by importing the already collated verbatim texts into NVIVO 12 software, using the research method of rooting theory. By summarising the interview outline, the content of the interview is divided into several broad modules, which are the first-level nodes and are called 'parent nodes'. The relevant content under these several modules is then categorised and coded into 'child nodes'. Depending on the results of the interviews, further coding can be done underneath the child nodes. By coding the material's content, not only can the number of reference points for each node be formed, but also the number of nodes and reference points for each case can be seen. By colour coding the material and the research content, it is easier to correlate the content and nodes later.

8   Conclusion

The survival of the Internet industry depends on constant innovation, which is a concern for these companies, so long working hours are commonplace in Chinese Internet companies. In recent years, European countries have been the focus of research on the adverse effects of long working hours, followed by East Asia, particularly Japan and South Korea. Research on long working hours in China is limited. However, working hours in China are among the longest in the world and overtime, overtime work and even "overwork" are common among the Chinese [24]. Therefore, further attention needs to be paid to the adverse effects of long working hours in China.

Corporate stakeholder diversity is an intrinsic attribute of multi-stakeholder collaborative systems. It is a necessary condition for the creation of an overtime culture. Parties need to deal with their differences in interests, power, perspectives and identities and develop a holistic view of overtime culture by engaging in interest conflict and collusion. However, interest conflict and collusion with relationships often occur together, as disagreements related to overtime culture can develop in the context of relational friction. I argue that successfully resolving overtime culture issues requires the involvement of all stakeholders in interest conflict and collusion. Once this dynamic is revealed and the reality of overtime culture in Internet companies is confronted, tensions arising from engagement in interest conflict and collusion may surface. If these tensions are adequately addressed, all parties will learn to overcome them and reap the benefits of the interest conflict and collusion.

Timetable

Task of project	First semester		Second semester		Third semester		Fourth semester	
	1	2	3	4	5	6	7	8
Read relevant literature	■	■						
Determine research aims and research methods		■	■					
Research on the framework and method		■	■	■				
Data collection and cleanli-				■	■			

ness								
NVIVO coding								
Results analysis								
Conclusions and discussion								

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