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Araştırma Makalesi / Research Article

Revisiting the Work–Life Balance through Workaholism and Work Engagement Concepts: A Theoretical Perspective

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Revisiting the Work–Life Balance through Workaholism and Work Engagement Concepts: A Theoretical Perspective

Abstract

This conceptual research paper discusses work-life balance (WLB) within the context of work engagement and workaholism. WLB has always attracted the attention of researchers, human resources (HR) professionals, managers, employers, organizations, and trade unions. This extensive attention is due to its reflection on all aspects of both business and society because a good WLB, which also means a fulfilled life inside and outside paid work, provides mutual benefit for the individual, business, and society as well. Yet, according to earlier empirical and theoretical findings, work engagement, and workaholism are significantly intertwined in work life. However, workaholism, which also defines work-life imbalance, is the extreme level of work engagement and has negative effects on both the individual and the workplace culture. Indeed, work engagement is defined as a positive, effective, motivational mood of increased energy associated with higher levels of dedication and strong focus on work. What's more, it is also important for WLB because engaged employees can prioritize work-life balance and can disconnect from work during their off-hours. To sum up, this study focuses on providing a conceptual framework on WLB from the point of view of work engagement and workaholism and offers solutions to both employees and executives to gain new perspective in order to tackle the problems that originate from poor WLB.

Keywords: Work-life balance, Workaholism, Work Engagement.

Jel Classification: M10, M12.

Araştırma ve Yayın Etiği Beyanı: Bu çalışmada, araştırma ve yayın etiği kurallarına uyulduğu yazarlar tarafından taahhüt edilmektedir.
Yazar Katkı Oranları: Birinci yazarın katkı oranı %100
Çıkar Beyanı: Yazarlar açısından ya da üçüncü taraflar açısından çalışmadan kaynaklı çıkar çatışması bulunmamaktadır.

İşkoliklik ve İşe Tutkunluk Kavramları Bağlamında İş-Yaşam Dengesinin İncelenmesi: Teorik Bir Perspektif

Özet

Bu kavramsal araştırma makalesi, işe tutkunluk ve işkoliklik bağlamında iş-yaşam dengesini (İYD) irdelemektedir. İYD her zaman araştırmacıların, insan kaynakları (İK) uzmanlarının, yöneticilerin, işverenlerin, örgütlerin ve sendikaların dikkatini çekmiştir. Bu yoğun ilgi hem iş dünyasının hem de toplumun tüm yönlerine yansımından kaynaklanmaktadır; çünkü aynı zamanda ücretli iş içinde ve dışında tatmin edici bir yaşam anlamına gelen iyi İYD, bireye, iş dünyasına ve topluma da karşılıklı fayda sağlar. Yine daha önceki ampirik ve teorik çalışmaların bulgularına göre işe tutkunluk ve işkoliklik, iş hayatında önemli ölçüde iç içe geçmiş durumdur. Ancak iş-yaşam dengesizliğini de tanımlayan işkoliklik, işe tutkunluğun aşırı düzeyidir ve hem bireysel hem de işyeri kültürü üzerinde olumsuz etkileri vardır. Gerçekten de işe tutkunluk, daha yüksek düzeyde adanmışlık ve işe güçlü odaklanma ile ilişkili artan enerjinin olduğu olumlu, duygusal, motivasyonel bir ruh hali olarak tanımlanmaktadır. Ancak, İYD için de önemlidir çünkü işine tutkun çalışanlar İYD'ne öncelik verebilir ve mesai saatleri dışında işten uzak kalabilirler. Özetle bu çalışma, İYD'ye işe tutkunluk ve işkoliklik açısından kavramsal bir çerçeve sağlamaya odaklanmakta ve yetersiz kaynaklanan sorunların üstesinden gelmek için hem çalışanlara hem de yöneticilere yeni bakış açısı kazandıracak çözümler sunmaktadır.

Anahtar Kelimeler: İş-Yaşam Dengesi, İşkoliklik, İşe Tutkunluk.

JEL Sınıflandırması: M10, M12.

1. Introduction

Initially, the phrase WLB refers to the two distinct aspects of terms as ‘work’ and ‘life’ and it involves the state of equilibrium where an individual prioritizes the needs and demands of his or her professional role and the demands of his or her personal life. So, it can be assumed that a good WLB is associated with maintaining a harmonious relationship between work and personal life. Plus, the two concepts, “work engagement and workaholism” in literature are also commonly mentioned related to WLB. On the other hand, the aim of this study is to make clear definitions and distinctions on the two types of similar heavy work investment concepts “workaholism and work engagement” and fill the gaps in knowledge because it is presumed that workaholism and work engagement are not overtly and adequately distinguished by scholars and researchers since both concepts appear to display some overlapping features. In consequence, this study also scrutinizes WLB from the perspective of work engagement and workaholism and makes solutions.

First, it can be inferred that everyone in their professional life desires to succeed, but this may lead to falling into the trap of assuming that we can be productive and successful all the time. However, it is so hard-indeed impossible for many individuals to achieve every goal all the time because they often struggle with heavy workloads and tasks to be done while managing relationships and family responsibilities and overcoming internal and external interests. Also, it’s been mentioned in previous studies that overworking has negative consequences for employees, such as stress and employee burnout. Therefore, it’s essential to create and maintain a harmonious relationship between work and personal life. For example, according to Lupu and Castro (2021), WLB is a cycle, not an achievement or a destination, and due to the findings of the study they conducted, working long hours will affect both employees and employers negatively in various ways, and strategies should be developed for creating and maintaining a WLB. Besides, Sirgy and Lee (2018) emphasized that a healthy WLB promotes organizational performance, job satisfaction, and leads to stronger organizational commitment. It has also been stated that WLB increases not only individual well-being such as health satisfaction but also family and overall life satisfaction. Once again, Dhas (2015) argued that WLB is associated with creating and maintaining supportive and healthy work environment and a healthy WLB can be attained if an individual maintains a harmonious relationship between his/her work and personal life. It also refers to managing one’s time and energy consciously to meet both professional and personal commitments while prioritizing self-care and well-being.

To sum up, WLB can be defined as minimal conflict between work and nonwork roles. However, workaholics, who have an uncontrollable or obsessive need to work, often experience a poor WLB, which leads to higher levels of burnout, and stress-related health issues. Besides, engaged employees who have higher levels of work engagement often tend to maintain a good WLB since they can both minimize work-related stress, establish a stable and sustainable way to work, and place more value on free time or social interaction with friends and family. In short, this conceptual research article provides a theoretical framework on WLB within the concepts of work engagement and workaholism and offers solutions on the ways of creating and maintaining a sound WLB at the individual and organizational levels. However, further research is necessary to extend our knowledge of workaholism, work engagement, and the relationship between the two, in order to disentangle commonalities and differences between them. From the point of WLB.

2. Workaholism and Work Engagement

In comparison with workaholism, work engagement is a newer concept in literature. For example, Clark et al. (2016) argued in their study that the term “workaholism” was first coined by Wayne Edward Oates in his 1971 study “Confessions of a workaholic: The Facts about Work addiction”. However, according to Schaufeli and Bakker (2022), the term “work engagement” was first coined by the Gallup Organization in the 1990s. Hence, engaging employees has become so important in that period because technology started to develop so fast that technological advancement and its immediate intervention have changed the business world and an organization’s human capital has become more vital. Thus, it became so important for organizations to hire individuals who were able to drive their personal energies into their work roles more cognitively, emotionally, and mentally. Indeed, it has also been emphasized that the term “work engagement” was also first mentioned scholarly by William A. Kahn in 1990 in his study, which focused on three fundamental dimensions of employee engagement: physical, cognitive, and emotional. Briefly, in this section, workaholism and work engagement will be both defined and outlined, depending on previous studies and existing literature.

2.1. Workaholism

Workaholism can simply be defined as work addiction and it refers to a mental health condition because, like any other addiction, or even just like a “drug addiction,” it’s very hard to stop the behavior. It can also be assumed that work addiction is associated with a condition in which an individual finds it almost impossible to stop working, even though he or she is aware that it is destructive to their well-being and relationships. Besides, workaholics often cannot engage in or even think about other activities or hobbies, and they usually neglect relationships, family, and their own well-being. However, Sussman (2012) argued that though workaholism can be assumed as just a drug or substance addiction construct, workaholism is rather different from substance abuse and dependence since workaholism hardly ever leads to physical danger or legal or role consequences in relation to substance abuse disorder. Indeed, it has been mentioned that workaholism can be considered more of a self-nurturing type of addiction, providing a means of sensation-seeking or excitement for workaholics.

On the other hand, Clark et al. (2016) maintained in their study that workaholism has both positive and negative effects. For instance, they pointed out that though it causes poorer physical and mental health, poorer health, or increased work-family conflict, it may also lead to constructive and beneficial outcomes dealing with increased job satisfaction and higher employee motivation, including a pleasurable engagement at work. Then, it can be inferred that workaholism can be an advantage for organizations to some extent when working excessively is adjusted to an individual’s value system. Moreover, Malinowska and Tokarz (2014) underlined in their study that workaholism is associated with an obsession with working, neglect of social relations with family and friends, and people who devote long hours and personal time to their work. To understand workaholism Figure 1 displays the tripartite approach to workaholism:

Figure 1. The three dimensions of workaholism

Behavioural dimension	Cognitive dimension	Affective dimension
<ul style="list-style-type: none"> • devoting time predominantly to work and limiting time for other activities 	<ul style="list-style-type: none"> • obsession with work that manifests as a serious involvement in work that cannot be limited or controlled; constant thoughts about work that arise even when the person is not working 	<ul style="list-style-type: none"> • positive emotions related to work, which is the main source of satisfaction and pleasure, and negative emotions that appear when the person is not working (e.g., fear, sense of guilt, depression)

Source: Malinowska, D., & Tokarz, A. (2014). The structure of workaholism and types of workaholics. Polish Psychological Bulletin. vol 45(2), pp. 211-222 DOI - 10.2478/ppb-2014-0027. p. 212.

In short, although workaholism is often attributed to long hours spent at work, this is only one of many symptoms. Workaholism can also be defined as people who are addicted to having more power and will in order to gain approval and a socially recognized status of achievement or victory. Plus, workaholics feel compelled to work due to internal urges, constantly thinking about working even when they are not at work and want to work much harder than is logically expected, despite possible or actual negative consequences. Finally, Ten Brummelhuis and Rothbard pointed out the findings of the study on workaholism conducted at the Dutch subsidiary of an international financial consulting firm with over 3,500 employees in 2010. The survey used in the study scrutinized participants' workaholic tendencies, their work skills, work motivation, and their work hours in an average week, involving whether they had various psychosomatic health issues such as headaches and stomach problems. The findings of the study showed that workaholism was directly related to the health issues of individuals who worked long hours, typically more than 40 hours a week. Besides, it has been emphasized that the individuals who tend to show workaholism symptoms reported a higher need for recovery, more sleep disorders and skepticism, more emotional exhaustion and employee burnout, and more depressive feelings than the individuals who even worked long hours but didn't have workaholic tendencies.

2.2. Work Engagement

Work engagement refers to the relationship of the employee with his or her work depending on a positive and fulfilling motivational progressive mood of work-related satisfaction. In fact, employees who experience work engagement usually have higher levels of energy, morale, and engagement with their work and organization. To begin with, Başoda (2017) underlined that William A. Kahn was the first researcher to define, conceptualize, and empirically examine the concept of work engagement with his "Psychological Conditions Theory." Kahn (1990) defined the term engagement as the "harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Besides, it has been underlined that Kahn's theory (1990) is based on Erving Goffman's "Role Theory," and Goffman's theory (1961) focuses on people's commitment to and disengagement from their roles. According to the theory,

individuals momentarily engage or disengage from their roles. Behaviors that emphasize unity between people and their roles indicate role adoption or acceptance.

However, behaviors that show that there is a distance between individuals and their roles indicate distance or separation from the role. Moreover, Leiter and Bakker (2010) defined work engagement as an individual's dedication to his or her work with higher levels of mental and physical energy. It has also been emphasized that engaged individuals are enthusiastically involved in their roles at work by bringing their full capacity to do their duties and solve problems. Bakker (2021) maintained that job resources are essentially antecedents of work engagement, and it has been stated that individuals will be more engaged when they face various challenges dealing with their jobs if they are provided by higher levels of job resources. Also, the job demands-resources (JD-R) theory has been pointed out, and according to the theory:

- 1.Resources have motivating potential as they help to decrease the impact of energy-depleting job demands,
- 2.Attain work-related goals,
- 3.Grasp and grow as a person.

In brief, from an organizational point of view, Bakker and Albrecht (2018) claimed that any employee engages in his or her at work at fluctuating levels, so it is essential to know the general levels of work engagement of the employees and recognize the factors such as organizational, job, and individual psychological and motivational context factors that affect the levels of engagement when the employees are performing their work. Furthermore, it has been argued that there is a relationship between leadership and engagement, and leadership styles can potentially augment the improvement and maintenance of work engagement in a dynamic team-based organizational concept. Finally, Huang et al. (2022) pointed out that safety, meaningfulness, and availability are the three main factors that influence the level of work engagement, and it has also been proposed in their study that work engagement theory comprises cognitive, emotional, and physical engagement. Indeed, cognitive engagement refers to a level of focus and concentration, and the level of concentrated intensity for a work role and absorption are assumed to be its main representatives; emotional engagement refers to pleasure that is felt for a job; and lastly, physical engagement refers to the work intensity or density of energy consumed by or for work.

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3. Understanding WLB through concepts of workaholism and work engagement

This study aimed to investigate the WLB within the concepts of workaholism and work engagement. First, WLB involves reaching and maintaining a healthy equilibrium between employees' personal and professional lives, but it's not always easy to achieve. It can even be assumed that there is no 'perfect' work-life balance since individuals' responsibilities both at work and home may increase at any time due to unexpected events that they cannot control. However, it can also be inferred that making efforts to find the best way to perform at work and spend time at home is the key to creating a healthy WLB. Besides, Matuska (2010) maintained that WLB is associated with the outcomes of life balance, role balance, the experiential mix of daily work, and time use across types of jobs, and if people have more balanced lives, then they are more likely to have positive personal and professional outcomes. Besides, it has been argued that workaholics have lower life satisfaction and a higher work-life imbalance than people who have flexible schedules at work.

Moreover, Tóth-Király et al. (2021) emphasized that though improvements in technology have changed the nature of the business world by increasing the efficiency of systems, products, and services, they also prompt employees to work harder and to invest more time and energy in their work than ever before. Thus, they tend to work hard, and the two main concepts appear as work engagement, which is perceived as a positive working style that refers to being fully concentrated in one's work, and workaholism, which is perceived as a negative working style involving excessive working behavior. Figure 2 demonstrates the main features of work engagement and workaholism, which are often mentioned in the related literature and previous studies:

Figure 2. Main Definitions on Features of Work Engagement and Workaholism

Work Engagement	Workaholism
<p>A positive work-related state of mind characterized by vigor,</p> <p>Dedication, seeing work as significant, inspiring, and meaningful,</p> <p>Absorption, being fully concentrated and deeply immersed in one's work,</p> <p>A state of high activation associated with pleasant emotions,</p> <p>Having high levels of energy, working hard, and absorbed in their work,</p> <p>Higher levels of job satisfaction, lower levels of turnover intentions,</p> <p>Higher levels of life satisfaction and mental health and lower levels of stress.</p>	<p>Uncontrollable need or compulsion to work excessively,</p> <p>Form of work addiction encompassing a behavioral, working excessively,</p> <p>Difficulties in disengaging from work, working compulsively,</p> <p>Being preoccupied with their work outside of the work context,</p> <p>A strong and uncontrollable inner drive to work,</p> <p>Involving a state of high activation, but unpleasant emotions,</p> <p>Detrimental work-related outcomes such as sick leaves, work-family conflict.</p>

Source: Tóth-Király, I., Morin, A. J., & Salmela-Aro, K. (2021). A longitudinal perspective on the associations between work engagement and workaholism. *Work & Stress*, 35(1), 27-56. p.28. Clark, M. A., Michel, J. S., Stevens, G. W., Howell, J. W., & Scruggs, R. S. (2014). Workaholism, work engagement and work-home outcomes: Exploring the mediating role of positive and negative emotions. *Stress and Health*, 30(4), 287-300. p. 288.

Moreover, Clark et al. (2014) Clark et al. (2013) claimed that emotions, cognitions, and behaviors related to workaholism, and work engagement usually influence an individual's functioning at work and also at home. In fact, it has been maintained that workaholism is rather associated with increased work-family conflict and poor social relationship functioning, whereas work engagement facilitates work-home enrichment, and engaged individuals are more likely to experience positive mood states at work and reflect them in the home domain. Yang et al. (2020) highlighted in their study that workaholism is directly related to long-term stress involving sleep problems, depressive symptoms, hostile and ineffective interpersonal relationships that cause poor social functioning, and work-family conflict. It has also been argued that work-life balance stress caused by workaholism may also lead to chronic fatigue, which induces serious mental and physical complaints, illnesses. Furthermore, Meier et al.

(2021) underlined that the pace of technology leads to continuous adaptation and innovation in business management, and organizations are reorganizing themselves to keep up with the swift digital upheaval and changing the ways they conduct business. On the other hand, it means that offices are not the only places where work can be done, so sending emails, assembling online meetings, and making phone calls can be done anytime and anywhere, so this situation makes it hard for employees to disconnect from work. Thus, it has been claimed that most employers urge their employees to remain linked to work all the time, allowing employees to work from home via internet connection, which gradually causes engaged employees to become workaholics. In fact, it has also been mentioned that the excess time working that workaholics often experience deteriorates their work-life balance and makes it hard to participate in free-time activities removing their focus from important connections to family, interests, and social life.

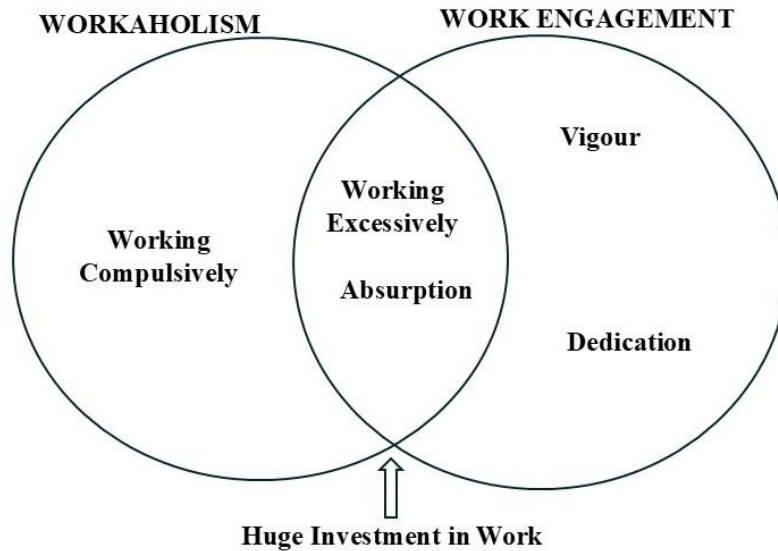
Once more, Torp et al. (2018) determined that though engagement and desire to work hard are valued assets in working life, for some people, who are workaholics, excessive work becomes an obsession and a compulsion. However, it has also been remarked that workaholics and engaged employees both work too hard, but they differ to some extent as the workaholics are driven by obsession, whereas engaged employees are driven by enjoyment. More importantly, it has been pointed out that engaged employees can achieve and sustain WLB by focusing on professional goals, productivity, project completion, family life, and leisure activities, while workaholics usually fail to create a healthy WLB. Plus, according to the findings of the study conducted by Hakanen and Peeters (2015), it has been found that workaholism increases the risk of work-family conflict and having more problems at home compared to engaged employees. Indeed, workaholics, who usually invest all their time and energy into work, tend to experience higher levels of job stress, psychosomatic complaints, burnout, and sleeping disorders, but as engaged employees work passionately, they are more prone to gaining more resources, new skills, positive emotions, and improved self-esteem; thus, these all influence their social life positively, enrich their family life in the long term, and they tend to feel more lively, vigorous and enthusiastic both at work and at home. Consequently, Jaharuddin and Zainol (2019) underlined in their study that organizations have usually developed a strategy of rewarding overtime by assigning their employees unrealistic deadlines recently, but it has been observed that it eventually results in employee burnout, exhaustion, stress, and work-life conflict among employees. Hence, they all led to huge hidden costs for organizations, such as higher rates of employee turnover and loss of organizational reputation. Therefore, it has been proposed that management teams in organizations should take precautions to avoid and eliminate the negative effects of poor WLB by offering flexible and remote working options, enhancing support for parents, setting realistic workloads, reviewing them regularly, leading by example, and giving employees time to volunteer.

4. Methodology

First, conceptual papers highlight proposing new relationships among constructs and the aim of this type of paper is to develop logical and complete arguments about these associations rather than testing them empirically. Moreover, conceptual paper is a type of research paper which discusses one or more abstract or theoretical concepts or ideas depending on the relevant literature and a description of the concept(s) being emphasized (Jaakkola, 2020:19; Gilson and Goldberg, 2015:127-129). Indeed, conceptual search strategy was employed to make clear definitions of workaholism and work engagement depending on more recent previous researches in literature. In fact, previous studies have often been focused on these concepts, which appear as similar but two different types of huge investment in work, while the distinction between them remains inadequately clarified especially from the point of WLB. First, the

aim of this conceptual research study is to highlight the main definitions and indicators of workaholism and work engagement and in order to disentangle similarities and differences between the two constructs and to define their influences on WLB. Moreover, Figure 3 shows a simple graph visually summarizing the two constructs:

Figure. 3 Similarities and Differences Between Workaholism and Work Engagement



Source: Di Stefano, G., & Gaudiino, M. (2019). Workaholism and work engagement: How are they similar? How are they different? A systematic review and meta-analysis. *European Journal of Work and Organizational Psychology*, 28(3), p.331.

To sum up, this study outlines the effects of two types of working hard constructs, “work engagement and workaholism” on WLB, which is mainly dealt with employees’ well-being and job satisfaction. Indeed, it can be inferred that sustaining a healthy work life in organizations is essential as it reduces turnover, absenteeism and intention to leave. Therefore, leaders should prioritize work-life balance for their employees and promote practices to foster work engagement and prevent workaholism, which is regarded as the dark side of work engagement. Similarly, Lee et al. (2022) pointed out that previous researches have categorized hardworking employees into two groups as engaged employees and workaholics and it has been underlined that since leaders and management team are responsible for their sound organizational culture, they should facilitate a psychologically healthy workplace by preventing workaholism.

5. Conclusion

This article addresses the WLB within the concepts of workaholism, which is the tendency toward excessive and compulsive working, and work engagement, which is related to hard work and the harnessing of employees’ selves to their work roles with a feeling of joy. Again, this study focuses on making clear definitions of the two constructs to distinguish them from each other. The main aim is to provide an updated oversight of the WLB and make solutions from the perspectives of workaholism and work engagement. Also, the purpose of this study is to discuss and critique the concepts of workaholism and work engagement and to find out the connection between the two from the point of view of the

WLB.

WLB, which refers to maintaining the balance between work and outside work, is mainly related to allocating enough personal time both to meet the demands of an individual's professional life and the realization of the necessities of social and family life. It also refers to the ideal state of balance between an individual's personal and professional lives. In fact, it is an employee's ability to maintain a healthy balance between work roles, personal responsibilities, and family life. However, when work becomes a weighted part of daily life, it pits one against the other, and so it's essential to take a more holistic approach to have true satisfaction at both work and home. In brief, creating and maintaining a healthy WLB is important as it allows employees to spend enough time both for themselves and their social lives. Additionally, it not only contributes to their emotional well-being and personal development but also increases job satisfaction, motivation, morale, and strengthens social relationships both within the family and at work. On the other hand, hard work and conflicting demands of work and personal roles may lead to stress, and they often disrupt the balance between the employee's professional and family roles. Furthermore, workaholism is the employee's inability to control his or her desire to work non-stop and his or her indifference to herself, and the important people, and the details of his or her life. Hence, workaholics often do not want to delegate work to others; they tend to take on more work responsibilities than necessary, and even if they are persuaded to take a vacation, they feel very uncomfortable or feel a sense of guilt if they do not bring work on vacation or at home. Therefore, they find it rather difficult to experience and sustain a sound WLB. Unlike workaholism, work engagement refers to a more positive, energetic work-related mood characterized by dedication and absorption in work.

For example, Gillet et al. (2018) explained in their study that both engaged employees are high on energy, joy, challenge, efficacy, and identification, but workaholics feel low levels of joy at work. Moreover, it has been emphasized that, contrary to engaged employees, workaholics carry on investing much time and energy at work and go on working regardless of whether they fail or achieve, whether their work interferes with their social and private lives, or whether it contributes to worsening their health through stress, emotional exhaustion, and burnout. In addition, Wilding (2023) maintained that workaholics are the ones who seem married to their jobs, and separating an employee who's engaged from one who's obsessed is obvious since workaholics feel an internal obligation to give the business their all and can't disconnect. However, they think over professional matters even off-hours at the expense of their personal lives and relationships.

In short, it has been concluded that common and distinctive components of workaholism and work engagement deserve further attention, by focusing on the lens of WLB as healthy balance between work and personal life is vital for long-term productivity in organizations.

6. Solutions

To sum up, it is certain that creating and maintaining a healthy WLB affects positively not only employee personal life relationships but also employee performance, creativity, productivity, and job satisfaction. Also, a healthy WLB is an important aspect of both a healthy personal life and the work environment. Therefore, Caesens et al. (2014) stated that organizations must train their leaders to be supportive in their role of managing, evaluating and coaching subordinates or encourage management team to have regular meetings with their subordinates. Because if employees feel overburdened by their workload or disconnected from their personal lives or family, they will be more prone to suffer from stress, job dissatisfaction, fatigue, and burnout. So, here are some solutions for creating and maintaining a healthy WLB, as follows:

- Utilize the sources and opportunities offered by the organization,
- Always give priority to your physical and mental health,
- Be realistic, set your goals and boundaries, and notify your organization of them,
- Make time for your loved ones,
- Improve your time management and prioritization skills. Prioritize quality time and make the short breaks and weekends count,
- Try to finish your annual leave every year,
- Resist peer pressure at work.

Although this study has significant definitions and directions about work engagement and workaholism and their effects on WLB for organizational researchers and leaders, more research on workaholism should be conducted as workaholism is perceived absolutely as a form of behavioral addiction that lead to negative outcomes in organizations. Last but not least, it is not just the responsibility of employees to create a healthy WLB, but also management teams' role in organizations. It is vital to define work-life balance programs, create strategies, disseminate them to all employees, and establish standards appropriate to the culture of the organization. Hence, the contribution of both the employee and the organization will be valuable and essential to these standards. For example, employers who offer options such as remote work or flexible working hours can help employees have a better WLB. Finally, this quote from Stephen Gillett, an American businessman, entrepreneur, and technology leader, reflects the importance of WLB: "Invest in your work-life balance. Time with friends and family is as important as time at work. Getting that out of balance is a path toward unhappiness."

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