

The Mediating Role of Organizational Cynicism in The Effect of Workaholism on Work-Life Balance Among Bank Employees

Mehmet Oktay GÖKASLAN¹, Gülşah BOZKURT², Şehmus COŞKUN³

¹ Dr. Öğr. Üyesi, Mardin Artuklu Üniversitesi, mehmetoktaygokaslan@hotmail.com, ORCID: 0000-0003-2949-5804

² Mardin Artuklu Üniversitesi, glsh.bbzkrt@gmail.com, ORCID: 0009-0000-7169-1222

³ Mardin Artuklu Üniversitesi, sehmusc0647@gmail.com, ORCID: 0009-0002-1529-1341

Abstract: This study aims to identify the relationships between the concepts of workaholism, organizational cynicism, and work-life balance among bank employees in Turkey. The study population consists of 500 bank employees working in various banks across Turkey, and the data were analyzed using SPSS-26 and AMOS-21 software. As a result of the research, the relationships among workaholism, organizational cynicism, and work-life balance were examined, and the effects of these concepts on each other were evaluated. The mediating role of organizational cynicism in the effect of workaholism on employees' work-life balance was investigated. However, the findings indicated that there is no statistically significant relationship between workaholism and organizational cynicism with work-life balance. Therefore, no mediating effect could be identified. Consequently, the anticipated relationships between workaholism, organizational cynicism, and work-life balance among bank employees in Turkey were not confirmed. This situation highlights the necessity for a more in-depth examination of organizational structures and individual differences concerning work-life balance. The study, while offering new perspectives in the field, provides an important foundation for future research.

Keywords: Workaholism, Organizational Cynicism, Work-Life Balance, Bank Employees

Jel Codes: M1, M10, M19

Banka Çalışanlarında İşkolikliğin İş-Yaşam Dengesi Üzerindeki Etkisinde Örgütsel Sinizmin Aracılık Rolü

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Öz: Bu çalışma, Türkiye'deki banka çalışanlarının işkoliklik, örgütsel sinizm ve iş-yaşam dengesi kavramları arasındaki ilişkileri tespit etmeyi amaçlamaktadır. Çalışmanın evrenini, Türkiye'deki farklı bankalarda görev yapan 500 banka çalışanı oluşturmakta olup, veriler SPSS-26 ve AMOS-21 yazılımları kullanılarak analiz edilmiştir. Araştırma sonucunda, işkoliklik, örgütsel sinizm ve iş-yaşam dengesi arasındaki ilişkiler incelenmiş ve bu kavramların birbirleri üzerindeki etkileri değerlendirilmektedir. İşkolikliğin, çalışanların iş-yaşam dengesi üzerindeki etkisinde örgütsel sinizmin aracılık rolü araştırılmıştır. Ancak elde edilen bulgular, işkoliklik ve örgütsel sinizmin iş-yaşam dengesi ile arasında istatistiksel olarak anlamlı bir ilişki bulunmadığını göstermiştir. Dolayısıyla, herhangi bir aracı etki de tespit edilememiştir. Sonuç olarak, Türkiye'deki banka çalışanları arasında işkoliklik, örgütsel sinizm ve iş-yaşam dengesi arasında beklenen ilişkilerin varlığı doğrulanmamıştır. Bu durum, iş-yaşam dengesi konusunda örgütsel yapılar ve bireysel farklılıkların daha derinlemesine incelenmesi gerektiğini ortaya koymaktadır. Çalışma, alanında yeni perspektifler sunmakla birlikte, ilerleyen araştırmalar için önemli bir temel teşkil etmektedir.

Anahtar Kelimeler: İşkoliklik, Örgütsel Sinizm, İş-Yaşam Dengesi, Banka Çalışanları.

Jel Kodları: M1, M10, M19

1. Introduction

The rapid pace of modern developments has increasingly blurred the boundaries between individuals' professional roles and personal lives (Harry, Williams, & White, 2023). This situation poses a particularly pronounced issue in the banking sector, where intense human interactions are prevalent. For bank employees, the lines between work and personal life often become obscure, leading to a higher tendency toward workaholism. Workaholism causes individuals' commitment to their jobs to evolve into a situation that adversely affects their personal lives. As noted in the literature, work-life imbalance can render individuals more pessimistic, impatient, and neglectful of their own needs (Clark, 2000).

Work-life balance can be defined as the ability of employees to navigate their lives outside of working hours while managing their responsibilities with minimal conflict (Clark, 2000). However, in sectors like banking that require high competition and intense work rhythms, it is quite challenging for employees to maintain equilibrium between their work and personal lives. Technological advancements have made it inevitable for work to extend into the home, which has the potential to drive employees toward workaholism. Workaholism negatively impacts not only individuals in the banking sector but also the organizational structures themselves (Ellahi, Ishfaq, Imran, Iqbal, Hayat, & Abid, 2021; Jadoon, Khan, Bukhari, Gilani, Ishfaq, & Ullah, 2022).

Another concept related to work-life balance is organizational cynicism. Organizational cynicism can be defined as the negative feelings and thoughts that employees harbor towards their organizations and colleagues (Begenirbaş & Turgut, 2014). Cynicism prioritizes individual interests over virtues and values (James, 2005). Studies indicate that work-life balance practices negatively impact organizational cynicism (Kakar, Kruger, Durrani, Khan, & Meyer, 2022). In other words, employees who effectively fulfill their work and home responsibilities exhibit a less cynical attitude towards their organizations. Consequently, it is critically important for banking sector management to engage in practices that promote work-life balance for their employees.

Since 2020, digitization and remote working practices have profoundly impacted labor processes in the banking sector. Issues such as workaholism, organizational cynicism, and work-life balance have become more pronounced among bankers (Kaun & Stiernstedt, 2022; Vidal, 2022). Workaholism is reflected in increased digital engagement and extended working hours among bankers. The shift to remote work and the constant need to be online has pushed bankers towards excessive working, resulting in heightened stress and burnout (Chesley & Johnson, 2021). This situation is linked to organizational cynicism; workaholic bankers may develop negative attitudes toward their organizations (Moore et al., 2022). Post-pandemic, organizational cynicism has increased among bankers. Continuous pressure to meet performance targets and customer satisfaction has led to burnout, fostering the development of cynicism and negative attitudes (Richardson et al., 2021). This highlights the need for bank management to support employees and improve the work environment. Work-life balance has become a critical issue for bankers. While remote work offers flexibility, it can also lead to increased workloads for some bankers and disrupt work-life balance for others (Chesley & Johnson, 2021). A healthy work-life balance can enhance employee productivity, while reducing cynicism and burnout (Vidal, 2022).

The theoretical foundation of this study is the spillover theory. This theory highlights the interconnectedness of work and personal life, demonstrating their effects on one another (Gerçek, Elmas Atay, & Dünder, 2015; Lakshmypriya & Krishna, 2016). When work-life connections are managed systematically, they can enhance employee motivation and lead to positive spillovers. In this context, achieving work-life balance in the banking sector is of great significance for maintaining employee health and increasing work productivity.

The model discussed in this study includes relationships between concepts that have not been previously examined among bank employees. The lack of comprehensive

evaluations of concepts such as cynicism, workaholism, and work-life balance in the literature is a significant factor that defines the originality of this study. The excessive working hours, intense workloads, and demanding working conditions frequently encountered by bank employees directly affect their psychological states at work. In this regard, examining the relationships among cynicism, workaholism, and work-life balance is critical for enhancing productivity in the sector and improving the quality of life for employees. The proposed model in the study addresses this issue.

2. Conceptual and Theoretical Framework

2.1. Workaholism

According to Maslach (1986, p. 64), as cited by Machlowitz (1980), workaholism is characterized by a person's intense and excessive concentration on work, driven by an intrinsic enthusiasm. Machlowitz (1980) notes that workaholic individuals tend to be energetic and healthy, describing workaholism as a positive behavioral style (Maslach, 1986, p. 64). Similarly, Cantarow (1979) stated that the fundamental source of workaholism is the enjoyment derived from productivity. Workaholics feel a sense of belonging to their work and derive happiness from it (Harpaz & Snir, 2003).

However, many researchers have evaluated workaholism negatively. Porter (1996) explains workaholism as a condition where the employee's passion for work is so profound that it leads to neglecting other aspects of life. Robinson (2014) described workaholism as an increasingly severe distortion that results in family breakdown and the loss of work-life balance (Snir & Zohar, 2008). Cherrington (1980) emphasized that the underlying reason for workaholism is an obsessive dependency on the desire to work more than necessary, which causes individuals to deprive themselves of personal time (Naughton, 1987).

Scott, Moore, & Miceli (1997) discuss three behaviors exhibited by workaholic individuals. These individuals tend to invest considerable time in work, even at the cost of family and social life, and continue to think about work constantly, often working more hours than required. Workaholism encompasses a cognitive aspect involving compulsive work and a behavioral aspect characterized by excessive working (Özsoy, Filiz, & Semiz, 2013).

2.2. Organizational Cynicism

Cynicism is associated with negative sentiments such as distrust, disbelief, and doubt; however, contemporary interpretations of this concept also encompass a person's tendency to be unappreciative, seek flaws, and belittle others (Erdost, Karacaoğlu, & Reyhanoglu, 2007). Additionally, cynicism is a concept defined as an individual behavior that prioritizes one's own interests over those of others (Andersson & Bateman, 1997). Cynicism manifests as the negative attitudes an individual holds toward their organization and is examined across three dimensions (Dean, Brandes, & Dharwadkar, 1998): cognitive, affective, and behavioral. In the cognitive dimension of organizational cynicism, individuals perceive behaviors as variable and unreliable, and they may also lie and cheat. The emotional dimension of organizational cynicism elicits strong emotional reactions such as distress, shame, anger, and disrespect. Those with cynical attitudes are not only viewed as having negative beliefs but also harbor adverse feelings toward the organization. In the behavioral dimension, cynical employees tend to make pessimistic predictions regarding events within the organization.

2.3. Work-Life Balance

Work-life balance refers to the ability of employees to establish a stable arrangement between their social and work-related demands, allowing them to maintain equilibrium in both areas. In literature, work-life balance is described as the employee's engagement at an equal level with their responsibilities in both work and social life, achieving a corresponding level of fulfillment from these responsibilities. Furthermore, it is

emphasized that there are three components of work-life balance (Greenhaus, Collins, & Shaw, 2003). These are:

Time balance: Allocating time equally to both work and social life roles.

Commitment balance: Exhibiting equal psychological engagement with work and social life responsibilities.

Satisfaction balance: Attaining a comparable level of fulfillment from work and personal life responsibilities.

Work-life balance expresses the capacity of employees to manage their work and family roles effectively, making this concept a significant part of today's business environment. The definition of work-life balance, as articulated by Greenhaus, Collins, & Shaw (2003), reflects the availability of time that employees have to meet their work and family demands. This balance is crucial not only for the health and happiness of employees but also for organizational success.

Imbalances in work and life demands often result in negative outcomes such as stress, burnout, and counterproductive behaviors in the workplace (Tziner, Rabenu, Radomski, & Belkin, 2015; Rubio, Osca, Recio, Urien, & Peiro, 2015). Research indicates a strong correlation between work-life imbalance and low productivity (Konrad & Mangel, 2000) as well as adverse employee performance (Anwar, Hansu, & Janjua, 2013; Ahmad, 2008). Additionally, poor organizational performance (Cohen & Liani, 2009) is also a consequence of violations of this balance.

To achieve work-life balance for employees, it is necessary to implement various strategies. Rotondo & Kincaid (2008) have shown that practices such as flexible working hours can enhance this balance. Cohen & Liani (2009) along with Mohsin & Zahid (2012) emphasized that work-life imbalance leads to negative job attitudes among employees, which in turn reduces work effort. Consequently, this results in low productivity and poor performance.

Just as employees' work lives impact their personal lives, their personal lives can also positively or negatively affect their work lives. Regarding this situation, Fisher, Bulger, & Smith (2009) developed a measurement tool consisting of four dimensions of work-life balance: the negative impact of work on life, the negative impact of life on work, the positive impact of work on life, and the positive impact of life on work. Ekinci & Sabancı (2021) adapted the scale used in the study by Fisher, Bulger, & Smith (2009) into Turkish, thereby facilitating the assessment of work-life balance within the Turkish culture.

2.4. Relationships Between Variables and Hypothesis Development

It can be said that the relationship between concepts is based on different social theories and has been primarily examined in various theoretical and empirical studies. Examples of these theories include the Spillover Theory (Siwale, Hapompwe, Kukano, & Mwiikisa, 2021), Boundary Theory (Nwangwu & Nwangwu, 2023), Organizational Support Theory (Özgül, 2023), and Boundary Management Theory (Nikhitha & Venkata Nagamani, 2023).

Organizational cynicism and workaholism are identified as organizational elements that negatively affect work-related attitudes (Turhan, 2022). There is a positive relationship between workaholism and organizational cynicism (Helvacı & Başaran, 2020; Turhan, 2022). According to the study conducted by Helvacı & Başaran (2020), while cynicism levels of teachers increase as workaholism rises, they remain low. On the other hand, Turhan (2022) proposed that there is a positive relationship between cynicism and workaholism. In light of this information, the following hypothesis has been formulated:

H₁: There is a significant positive relationship between organizational cynicism and workaholism.

Mokhtar (2022) stated that cynicism, work-life balance, and employee satisfaction are interrelated concepts, noting that organizational cynicism reflects an employee's attitude toward the organization based on their experiences as a member. Ojo & Odufuwa (2022), in the results of their study, recommended that bank management allow their employees

time for themselves, their families, and personal breaks to mitigate the impact of cynicism on bank employees. Work-life balance is a predictive variable of organizational cynicism (Yıldırım & Acar, 2018). Based on the above information, the following hypothesis has been formulated:

H₂: There is a significant positive relationship between organizational cynicism and work-life balance.

H₃: Organizational cynicism positively affects work-life balance.

In the relationship between workaholism and work-life balance, it has been found that workaholism negatively affects work-life balance (Erer, 2021; Sawhney, Delongchamp, Sinclair & Britt, 2022; Turhan, 2022; Daniel, Gentina, & Mesmer-Magnus, 2022; Liu, Wang, & Yao, 2024). Work-life balance, defined as a positive concept that signifies the equilibrium between work and personal life, is frequently studied alongside work-family conflict in the literature. There are studies indicating that workaholism is positively related to work-family conflict (Yılmaz, Yalçın, Kılıç, & Ülbeği, 2021; Muchi-Ameti & Abaz, 2023). This suggests that as workaholism increases, so does work-family conflict, thereby disrupting work-life balance. Additionally, Brady, Vodanovich, & Rotunda (2008) mentioned that workaholism leads to alienation from family life, contributing to marital issues. Furthermore, it has been observed that workaholism is more prevalent among night workers earning lower incomes compared to daytime workers, resulting in increased work-family conflict (Sawhney et al., 2022).

It has been determined that support received by employees from their spouses reduces the impact of work-life conflict on workaholism (Karapınar, Camgöz, & Ekmekci, 2020). Öcal (2022) found a significant positive relationship between work-life conflict and workaholism in his study. The positive relationships between work-life conflict and workaholism are thought to be positive for the negative dimensions of work-life balance and negative for its positive aspects.

On the other hand, Akinwale, Kuye, & Akinwale (2023) highlighted that long working hours, workload, work pressure, financial difficulties, and career development aspirations are determinants of workaholism. However, some studies indicate that married women of workaholics experience higher levels of marital alienation and have less positive feelings toward their husbands (Robinson, Carroll, & Flowers, 2001; Carroll, Robinson, & Flowers, 2002). Consistent with these findings, Robinson (2014) states that the spouses of workaholics feel ignored, unloved, and abandoned both emotionally and physically. In light of this information, the following hypotheses have been formulated:

H₄: There is a significant positive relationship between workaholism and work-life balance.

H₅: Workaholism positively affects work-life balance.

H₆: There is a mediating effect of organizational cynicism in the interaction between workaholism and work-life balance.

3. Method

A quantitative method has been employed in the research. The study was conducted using a questionnaire developed based on the literature. The designated sample questionnaires were distributed, and the collected data were analyzed using SPSS-26 and AMOS-21 software. Multivariate statistical analyses were utilized in the data analysis. Initially, the validity and reliability analyses of the scales within the questionnaire were performed, followed by an examination of the relationships between the variables. Finally, the constructed model was tested.

Since the research was conducted with bank employees in Turkey between February 20, 2024, and May 20, 2024, it is a cross-sectional study. After obtaining approval from the ethics committee, the questionnaire was sent to bank employees using the snowball sampling method, and the forms were collected. The model developed in light of the information obtained from the literature is presented in Figure 1.

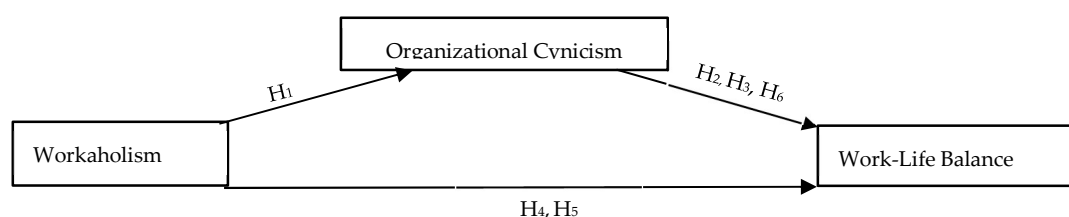


Figure 1: Research Model

3.1. Populatin and Sample

The research population consists of bank employees in Turkey. According to the data from the Turkish Banks Association for December 2023, there are a total of 189,107 bank employees in Turkey (www.ttb.gov.tr). In studies where structural equation modeling is employed, along with various multivariate analyses and regression analyses, it is recommended that the sample size be preferably more than ten times the number of variables used (Altunışık, Coşkun, Bayraktaroğlu, & Yıldırım, 2004; Gürbüz & Şahin, 2017). On the other hand, in cases where exploratory factor analysis is conducted, a sample size of more than 200 is considered sufficient to achieve reliable dimensions (Gürbüz & Şahin, 2017). Additionally, according to Altunışık et al. (2004), a sample size of approximately 500 is deemed adequate to represent the population for many studies. Based on the information provided above, it is planned to reach a sample of 500 bank employees for this study. The non-probability sampling method of snowball sampling was employed in the research. Survey forms were created online and distributed to bank employees. The survey form was distributed to bank employees via a survey link, primarily through social media platforms such as LinkedIn, Instagram, and Facebook. Participants who received the survey were encouraged to share it with their colleagues. The dissemination of the survey also occurred through social media channels, WhatsApp groups, and internal bank mailing lists. The data collection process was concluded once 500 responses were obtained from the distributed surveys.

3.2. Data Collection Tool

In this research, a survey was chosen as the data collection tool. The survey consists of four sections. The first section aims to gather information about the demographic characteristics of the bank employees participating in the survey, including marital status, age, and gender. A five-point Likert scale (1: Strongly disagree... 5: Strongly agree) was utilized in the questionnaires.

The second section employs the two-factor DUWAS (Dutch Work Addiction Scale) scale developed by Schaufeli, Taris, & Bakker (2006) to assess the participants' workaholism levels, which has been adapted into Turkish as a two-dimensional scale with 14 items by Doğan & Tel (2011). As a result of the factor analysis, the items related to the compulsive working dimension and the seventh and eighth items associated with excessive working dimension were removed from the scale due to reliability issues. The "excessive working" sub-dimension comprises statements that describe a worker's tendency to prioritize work over other activities and to work more than necessary (Example item: I take on much more than I can handle). Conversely, the "compulsive working" sub-dimension consists of statements indicating that a worker feels an internal compulsion to work (Example item: Even if I do not enjoy my work, working hard is important to me). The internal consistency coefficients for the original scale's sub-dimensions were reported as .80 for the "excessive working" sub-dimension and .86 for the "compulsive working" sub-dimension. According to Doğan & Tel (2011), the calculated internal consistency coefficients are .85 for the entire scale, .74 for the "compulsive working" dimension, and .76 for the "excessive working" dimension. In this study, the excessive working dimension accounts for 73.643% of the total variance.

Additionally, the reliability (Cronbach alpha) value for the excessive working dimension was found to be 0.943.

In the third section, a 13-item scale developed by Brandes, Dharwadkar, & Dean (1999) and translated into Turkish by Karacaoğlu & İnce (2012) has been adapted to determine the participants' levels of organizational cynicism. The scale includes questions related to cognitive (five statements), affective (four statements), and behavioral dimensions (four statements). A higher score on the scale indicates a higher level of organizational cynicism. Among the statements in the scale, the affective dimension includes "I feel tension when I think about the bank I work for," the cognitive dimension includes "There is very little common ground among the policies, goals, and practices of the bank I work for," and the behavioral dimension includes "I talk to others about how things are run at the bank I work for." Brandes, Dharwadkar, & Dean (1999) calculated the Cronbach Alpha Internal Consistency Coefficients for the dimensions as 0.86 for the cognitive dimension, 0.80 for the affective dimension, and 0.78 for the behavioral dimension. In this study, it was found that the organizational cynicism scale is consolidated into two factors, the affective and behavioral dimensions, which account for 65.176% of the variance. Since the cognitive dimension statements reduced the reliability of the scale, they were excluded from further analysis. The Cronbach alpha values for the sub-dimensions of organizational cynicism are 0.833 for the affective dimension and 0.896 for the behavioral dimension.

In the fourth section, the Turkish version of the Work-Life Balance Scale developed by Fisher, Bulger, & Smith (2009) and adapted by Ekinçi & Sabancı (2021) was utilized to determine the participants' levels of work-life balance. The scale consists of four dimensions and 17 items. The dimensions are: Negative Impact of Work on Life (IYN), Negative Impact of Life on Work (YIN), Positive Impact of Work on Life (IYP), and Positive Impact of Life on Work (YIP). For the IYN dimension, statements such as "My job makes it difficult for me to maintain the private life I want" were used; for YIN, "My work suffers because of things happening in my private life"; for IYP, "Thanks to my job, my mood at home is better"; and for YIP, "My private life empowers me to do my job." Fisher, Bulger, & Smith (2009) noted that the internal consistency coefficients for the sub-dimensions of the four-dimensional measurement tool (YIN .82, IYN .91, YIP .81, and IYP .70) were at acceptable levels. In this study, the reliability coefficient (α) of the six-item Negative Impact of Work on Life (IYN) dimension was found to be .951. Statements from the other dimensions were excluded from the scale as they negatively affected the reliability. Analyses continued using the items within the Negative Impact of Work on Life (IYN) dimension of the work-life balance scale, which explained 76.691% of the total variance.

4. Findings

4.1. Demographic Findings

The demographic characteristics of the bank employees participating in the study are presented in Table 1. As shown in Table 1, 273 (54.6%) of the bank employees involved in the research are male, while 224 (44.8%) are aged between 26 and 35 years. Among the participants, 272 (54.4%) are single, and 327 (65.4%) possess a bachelor's degree. When examining the tenure of the participants, it is observed that 156 (31.2%) have more than 15 years of experience, while 139 (27.8%) are currently employed at the bank being studied.

Table 1. Distribution of Participants According to Demographic Characteristics

Variables		Number	%
Gender	Woman	227	45.4
	Male	273	54.6
Age	18-25	87	17.4
	26-35	224	44.8
	over 35	189	37.8
Marital status	Married	272	54.4
	Single	228	45.6
Educational Status	High school	24	4.8
	Associate Degree	77	15.4
	Licence	327	65.4
	Degree	63	12.6
	Doctorate	9	1.8
Total working time in professional life (Seniority Years)	Less than 1 year	55	11.0
	1 – 5 years	86	17.2
	6 – 10 years	131	26.2
	11 – 15 years	72	14.4
	More than 15 years	156	31.2
Working hours at the current bank	Less than 1 year	91	18.2
	1 – 5 years	139	27.8
	6 – 10 years	128	25.6
	11 – 15 years	71	14.2
	More than 15 years	71	14.2
Your Status in the Bank	Operation	191	38.2
	Marketing	191	38.2
	Administrative	118	23.6

4.2. Analysis of Data

The analyses were conducted using SPSS-26 and AMOS-21 software. Before performing structural equation modeling (SEM), confirmatory factor analysis (CFA) was executed to check whether the constructs were independent, and subsequently, the relationships between the variables were examined. To determine the normality of the scales used in the study, skewness and kurtosis values were calculated. It was found that the skewness and kurtosis values of the scales ranged between +2 and -2. The skewness and kurtosis values of the statements used in the scales are provided in Table 2. Work-life balance [-1.536, .001], cynicism behavioral dimension [-1.197, .646], cynicism emotional dimension [-1.234, .062], and workaholism excessive work dimension [-.935, .103]. These values are considered sufficient for normal distribution (Hopkins & Weeks, 1990; De Carlo, 1997). Accordingly, the scale is accepted to exhibit normal distribution.

Table 2. Normality Distribution Values

Scale	Expressions	Skewness	Kurtosis
Work-Life Balance	Negative Impact of Life on Work 1	,001	-1,362
	Negative Impact of Life on Work 2	-,002	-1,369
	Negative Impact of Life on Work 3	,200	-1,220
	Negative Impact of Life on Work 4	-,245	-1,536
	Negative Impact of Life on Work 5	-,459	-1,272
Organizational Cynicism	Behavioral Dimension 1	-,722	-,062
	Behavioral Dimension 2	-,778	,007
	Behavioral Dimension 3	-1,197	,646
	Behavioral Dimension 4	-,481	-,644
	Emotional Dimension 1	,058	-1,234
	Emotional Dimension 2	-,496	-,795
	Emotional Dimension 3	,062	-1,164
	Emotional Dimension 4	-,478	-,791
Workaholism	Overwork Dimension 1	-,935	,103
	Overwork Dimension 2	-,868	-,159
	Overwork Dimension 3	-,857	-,192
	Overwork Dimension 4	-,655	-,621
	Overwork Dimension 5	-,873	-,234

In order to determine whether the scales had a multicollinearity problem, VIF, CI and tolerance values were examined. According to the analysis results, it was seen that VIF values varied between 1.68-1.95, CI values were between 10.11 and 15.91 and tolerance values were between 0.51-0.59. It was seen that these values were within the determined criteria. Thus, it was concluded that there was no multicollinearity problem between the variables (Tabachnick & Fidell, 2007). Finally, it was seen that the Durbin Watson value (1.855) was close to 2 to test the serial dependency and that there was no serial dependency (Kalaycı, 2009).

Included in the study being rated from the same source. When single factor analysis was applied in SPSS with all the expressions used in the study, the result explained 40.430% of the total variance. According to Kline (2015), when the result is less than 50%, there is no common method bias. As a result, there is no noticeable common method bias in the study.

In order to verify the factor structures of the scales used in the study, confirmatory factor analysis (CFA) was conducted with the IBM AMOS-21 program. The goodness of fit values of the final versions of the scales after the statements that needed to be removed from the scales are available in Table 3. As seen in Table 3, the scales have a good goodness of fit.

Table 3. Findings Regarding Goodness of Fit Indices

	Accepted Values	Overwork Dimension	Determined Values			Conclusion
			Emotional Dimension	Behavioral Dimension	Negative Impact of Life on Work Dimension	
χ^2/SD	<5,000	1,128	4,414	1,943	3,978	Good Fit
GFI	0.90<	0.996	0.996	0.996	0.987	Good Fit
NFI	0.90<	0.998	0.994	0.997	0.993	Good Fit
CFI	0.90<	1,000	0.996	0.999	0.995	Good Fit
TL	0.90<	0.999	0.974	0.996	0.987	Good Fit
RMSEA	<0.10	0.016	0.083	0.043	0.077	Good Fit

RMSEA (Root mean square error of approximation): A good model is considered below 0.08 (Browne & Cudeck, 1992)

χ^2/SD (Relative Chi-Square): Should be between 1 and 5 (Marsh & Hocevar, 1985)

GFI (Goodness of fit index): When it is close to 1, it is considered a good model (Tanaka & Huba, 1985)

NFI (Normated fit index): A value close to 1 is considered a good model (Bentler & Bonett, 1980)

CFI (Comperative fit index): When it is close to 1, it is considered a good model (McDonald & Marsh, 1990)

TLI (Tucker-Lewis index): Close to 1 is considered a good model (Bentler & Bonett, 1980)

4.3. Correlation and Regression Analyses

To examine the relationship between workaholism, organizational cynicism, and work-life balance among bank employees participating in the research, a correlation analysis was conducted. A negative correlation coefficient indicates a negative relationship, a positive coefficient indicates a positive relationship, and a coefficient of 0 indicates no relationship. Accordingly, a correlation of 0.00-0.25 is interpreted as very weak, 0.26-0.49 as weak, 0.50-0.69 as moderate, 0.70-0.89 as strong, and 0.90-1.00 as very strong (Kalaycı, 2009). The results of the correlation analysis regarding the variables can be found in Table 4. According to the table, it has been observed that there is a medium-level significant relationship between excessive work and the emotional dimension ($r=0.631$, $p\leq 0.01$) and a medium-level significant relationship with the behavioral dimension ($r=0.673$, $p\leq 0.01$) among bank employees. There is a very weak positive significant relationship between excessive work and the negative impact of life on work ($r=0.219$, $p\leq 0.01$). There is also a very weak positive significant relationship between the emotional dimension and the negative impact of life on work ($r=0.157$, $p\leq 0.01$). Furthermore, there is a very weak positive significant relationship between the behavioral dimension and the negative impact of life on work ($r=0.252$, $p\leq 0.01$).

Table 4. Mean, Standard Deviation and Correlation Coefficients of Variables (N=500)

Variables	Avg.	SS	AC	D	DAV	YIN
AC	3,6757	1.07022	1			
D	3,1745	1.04492	,631 **	1		
DAV	3,626	0.99328	,673 **	,696 **	1	
YIN	3,095	1.32051	,219 **	,157 **	,252 **	1

**p<0.01, *p<0.05, (AC: Overwork, D: Emotional cynicism, DAV: Behavioral cynicism, YIN: Negative impact of life on work)

According to this, a positive moderate-level significant relationship has been identified between organizational cynicism and the excessive working dimension (H₁) for bank employees. A positive relationship was found between excessive working dimension and work-life balance (H₄), as well as between the dimensions of organizational cynicism and work-life balance (H₂); however, it was observed that these relationships were very weak, thus supporting the relevant hypotheses. Following the correlation analysis, regression analysis was conducted among the variables that showed a relationship. The results of the multiple regression analysis, which aimed to determine whether excessive working, emotional, and behavioral dimensions have an impact on the negative effects of life on work, are presented in Table 5.

Table 5. Multiple Regression Analysis Results (N= 500)

Variables	B	SH	B
Overwork	,139	,076	,112
Emotional cynicism	-,089	,080	-,071
Behavioral Cynicism	,299	,088	,088**
Still	1,783	,230	

**p<,01 Note: R²=0.265; Adj. R²=0.07; F=12.481 The negative impact of life on work is the dependent variable

The results of the multiple regression analysis are statistically significant (F=12.481, p<0.01). The adjusted R² value is 0.07. This result indicates that 7% of the variance in the negative impact of life on work can be explained by excessive working, emotional, and behavioral cynicism for bank employees. However, upon examining the Beta coefficient in the table, it is observed that when all independent variables are included in the regression model, behavioral cynicism has a positive significant contribution to explaining the negative effects of life on work ($\beta=0.088$, p<0.05), while excessive working ($\beta=0.112$, p>0.05) and emotional cynicism ($\beta=-0.071$, p>0.05) do not have a significant contribution.

4.4. Analysis of the Structural Model

The analysis of mediation effects is based on the approach outlined by Baron & Kenny (1986). The mediation variable analysis was conducted using the bootstrap method in accordance with Baron and Kenny's mediation effect framework. In the AMOS-21 software package, the maximum likelihood module was selected, with 3000 bootstrap samples defined, and the data analysis was carried out.

The measurement model for the mediation variable related to the research is illustrated in Figure 2. As a result of path analysis, necessary adjustments were made to ensure that the parameters for goodness-of-fit values were within the desired ranges, resulting in the finalized model. After necessary corrections, the model's fit indices were found to be $\chi^2/df = 3.366$, GFI = .912, CFI = .962, NFI = .947, TLI = .954, RMSEA = .069. These values indicate that the model possesses acceptable goodness-of-fit levels.

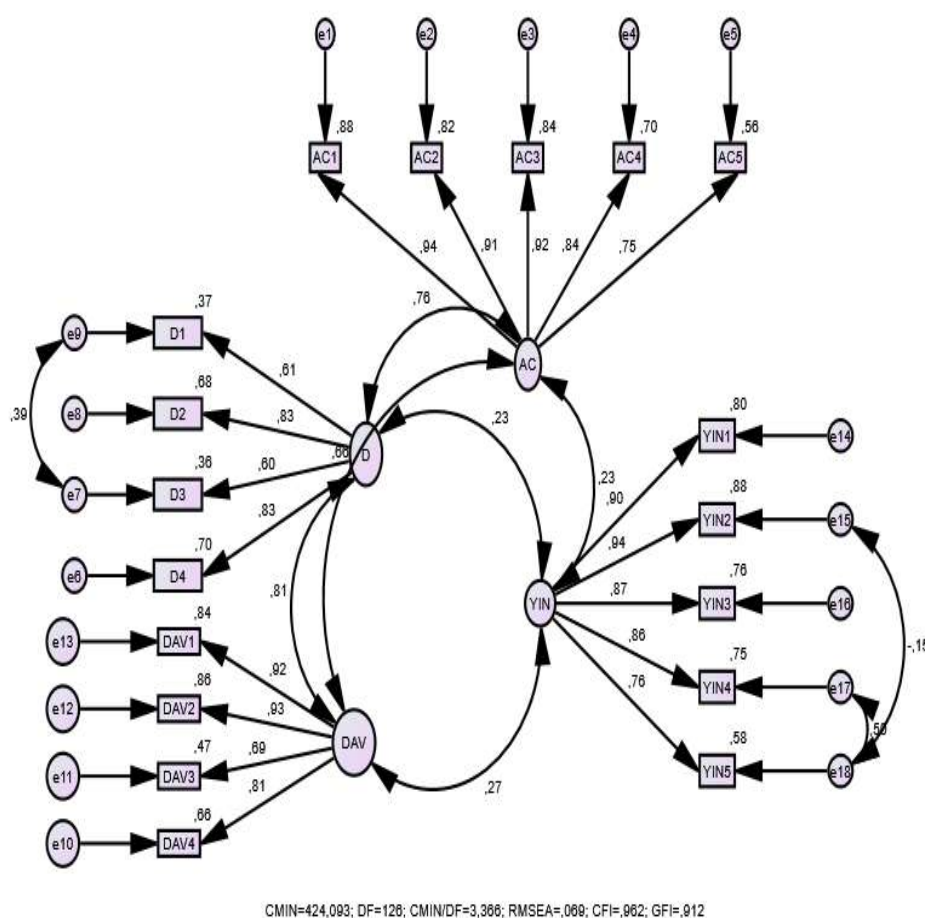


Figure 2. Measurement Model

Table 6 presents the analysis results concerning the research model. Upon examining the interactions among variables in the table, it is observed that the independent variable, excessive work, significantly affects the sub-dimensions of organizational cynicism. It is noted that the mediator variable, comprising behavioral and emotional dimensions, does not significantly influence the negative impact of life on work. Additionally, it has been found that the independent variable, excessive work, does not affect the negative impact of life on work. The research model and the developed hypotheses were tested with structural path analysis. Figure 3 shows the research model test and values.

Table 6. Research Model Analysis Results

			Coefficient	SH	KO	P
Emotional	<---	Overwork	,868	,057	15,128	***
Behavioral	<---	Overwork	,713	,053	13,533	***
Negative impact of life on work	<---	Behavioral	,280	,086	3,263	,001
Negative impact of life on work	<---	Emotional	-,016	,110	-,142	,887
Negative impact of life on work	<---	Overwork	,134	,134	,993	,321

***p<0.001; KO= Critical Rate; SH=Standard Error

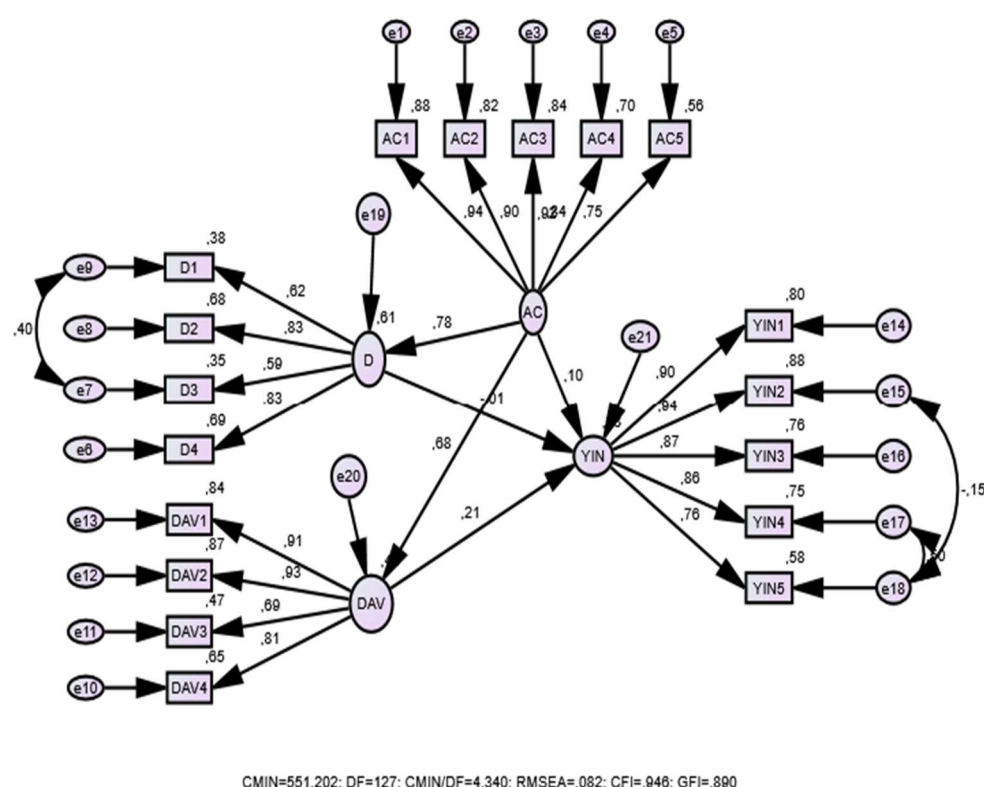


Figure 3. Research model

After this stage, the analysis could not proceed due to a lack of significant effects among the variables (dependent, independent, and mediator variables) for examining the impact of the mediator variable. In line with these results, the outcomes of the hypotheses are specified in Table 7.

Table 7. Status of Hypotheses

Hypothesis	Status
H ₁ : There is a positive significant relationship between organizational cynicism and workaholism.	Supported
H ₂ : There is a positive significant relationship between organizational cynicism and work-life balance.	Supported
H ₃ : Organizational cynicism positively affects work-life balance.	Not supported
H ₄ : There is a positive significant relationship between workaholism and work-life balance.	Supported
H ₅ : Workaholism positively affects work-life balance.	Not supported
H ₆ : Organizational cynicism has a mediating effect on the interaction between workaholism and work-life balance.	Not supported

5. Conclusion, Discussion and Recommendations

This study investigates the concepts of workaholism, organizational cynicism, and work-life balance among bank employees in Turkey. Hypotheses were developed and tested based on information obtained from the literature regarding these variables.

Based on the findings obtained in this study, the “working excessively” dimension of workaholism was found to be moderately and positively correlated with the emotional and behavioral subdimensions of organizational cynicism. This result suggests that individuals who display tendencies toward excessive work may develop more negative emotions toward their organizations and are more likely to express these emotions behaviorally. While excessive work may initially be perceived as a sign of commitment or ambition, over time it can lead to distortions in employees' perceptions of the organization. Similarly, Schaufeli, Taris, & Bakker (2008) emphasized that workaholic individuals are more prone to psychological exhaustion and organizational inconsistency.

Emotional cynicism refers to the development of negative feelings toward the organization, whereas behavioral cynicism is the external manifestation of these feelings

through concrete behaviors such as sarcastic remarks, resistance, or disengagement (Dean, Brandes, & Dharwadkar, 1998). The current findings support the notion that individuals with high workaholic tendencies are more likely to exhibit such reactions. This also suggests that the consequences of workaholism go beyond individual burnout and extend to negative organizational attitudes.

In addition, a positive but weak correlation was found between the “negative impact of life on work” dimension of work-life balance and the “working excessively” dimension of workaholism. This implies that problems experienced in one’s private life may slightly influence work-related behaviors, especially among those who exhibit compulsive working patterns. In the literature, this phenomenon is referred to as “reverse work-life conflict,” where personal life interferes with work (Frone, Russell, & Cooper, 1992). However, the weak correlation observed in this study may indicate that workaholic individuals tend to distance themselves from personal life matters, thereby limiting the influence of private life stressors on their work (Aziz & Zickar, 2006).

Moreover, a regression analysis was conducted to determine whether there is a mediating effect among the variables in the proposed model. The analysis revealed no statistically significant mediating relationships. According to Baron & Kenny’s (1986) mediation model, a variable can be considered a mediator only if it significantly correlates with both the independent and dependent variables. In this study, such conditions were not met, indicating that the effects among variables are direct rather than mediated by a third factor.

Taken together, the findings suggest that workaholism may not only lead to individual-level outcomes such as exhaustion but also foster negative organizational attitudes such as cynicism. The weak association with the work-life balance dimension may be due to workaholics’ tendency to neglect their personal lives, reinforcing the idea that workaholism is predominantly associated with work-related psychosocial issues.

Furthermore, a statistically significant effect of excessive work on emotional and behavioral cynicism was detected; however, it was observed that these variables did not have a statistically significant effect on the negative impact of life on work. The positive relationship identified between workaholism and organizational cynicism in this study is consistent with the literature (Helvacı & Başaran 2020; Turhan, 2022). Helvacı & Başaran (2020) noted that as workaholism increases among teachers, their levels of cynicism also rise, while Turhan (2022) reported similar findings for blue and white-collar workers.

Additionally, the positive relationship identified between work-life balance and organizational cynicism aligns with existing literature. Yıldırım & Acar (2018) indicated that work-life balance is a predictor of organizational cynicism. In a study involving 125 bank employees, Iqbal, Zia-ud-Din, Arif, Raza, & Ishtiaq (2017) reported a high level of correlation between work-life balance and cynicism.

Akinwale, Kule, & Akinwale (2024) have stated that long working hours, workload, job stress, financial difficulties, and the pursuit of career development are determinants of workaholism in corporate banking. They also noted that these determinants negatively affect the quality of employees’ personal lives. Contrary to studies (Macit & Ardiç, 2018) that found a positive effect of workaholism on work-family conflict, this study, which hypothesizes a negative effect on work-family life balance, could not find any statistically significant effects. Similarly, this study yielded results that contradict the literature indicating a negative impact of workaholism on work-life balance (Erer, 2021; Sawhney, Delongchamp, Sinclair, & Britt, 2022; Turhan, 2022; Daniel, Gentina, & Mesmer-Magnus, 2022; Liu, Wang, & Yao, 2024). It is believed that this conclusion is a result of the impact of the sample used in the research.

In this study on bank employees, it is posited that the concept of workaholism does not impose additional burdens that would lead bank workers to engage in work outside of their job responsibilities. This is because the bank employees who constitute the sample of the study do not find it necessary to exert extra effort for their banks outside of working hours. After completing their tasks with clients during official hours, there are minimal

additional job-related activities available to them outside of these hours, and legally, they are also restricted from such activities. Considering that the sample of Macit & Ardiç (2018) consisted of lawyers, it is acknowledged that the concept of working hours continuously applies to lawyers. Even when lawyers leave their offices, they constantly keep their clients' cases in mind.

Bank management can assist employees in achieving a work-life balance by implementing programs that address work-life issues and promote well-being. Banks can enhance their ability to attract and retain top talent by adopting strategies that mitigate workaholism and create a more positive work environment. To support employees in balancing their work and family lives, banks may consider reducing after-hours activities. Recommendations are made for organizing work schedules that allow employees not to think about their jobs after leaving the bank, refraining from contacting bank employees regarding work matters after hours, implementing systematic arrangements to complete tasks within the workplace whenever possible, and providing breaks for employees to spend time with their families.

Research data were collected between February and May 2024. The study is limited to data collected through surveys from bank employees serving in the established sample during this period. The inadequacy of literature regarding the relationship between organizational cynicism, workaholism, and work-life balance (as these concepts have not been studied together previously) has constrained the comparison of these research findings with other studies.

This research is limited to a quantitative approach, and it is suggested that future studies adopt a mixed-methods approach using both quantitative and qualitative methods to introduce the field of study. Additionally, it is recommended to examine the relationship and interaction between work-life balance and organizational commitment and job dedication from the perspectives of organizations and employees.

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