

The Concept of Workaholism As The Extreme Point in Work Engagement, Its Individual and Organizational Outcomes

İşe Bağlılık Olgusunun En Uç Noktası Olarak İşkoliklik Kavramı, Bireysel ve Örgütsel Sonuçları

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ABSTRACT

Key Words: Work, Job, Workaholism, Employee Engagement, Work Engagement, Burnout, Work and Family Conflict, Stress

In the literature, work can be defined as the process in which an employee carries out a duty by means of labour production so as to get a wage. The work or an occupation as a multidimensional unit is also a tool for the sustainability of the life itself. Therefore, having a job or not is the main determinant factor in many of the social and the psychological processes in a particular society. What's more, the employment as the fundamental aim of the political governments is the factor of the continuity of the political powers. From here it can be mentioned that the job or a work states many things in a micro scale for the sustainability of the individual as well as the government. However, workaholism described as focusing too much on a work or spending a great deal of one's life by working is the extreme point from the perspective of work. The concept of workaholism may result in various problems such as burnout syndrome, work and family conflict, and overload stress phenomena for the individuals, and the decrease in the productivity and the labour turnover for the organizations. Then, the important thing is to keep the balance between job and joblessness. The aim of the study is to have a look at the term of workaholism within the work engagement point of view with all its ins and outs concerning individuals and the organizations.

ÖZ

Anahtar Kelimeler: İş, Meslek, İşkoliklik, Çalışan Bağlılığı, Tükenmişlik, İş Aile Yaşam Çatışması, Stres

Literatürde iş, emeğin üretime katkıda bulunması yönüyle ücret elde etmek için kişinin bir işle meşgul olması olarak tanımlanmaktadır. İş veya meslek çok yönlü bir olgu olarak hayatın devamı için gerekli olan bir araçtır. Bu yüzden belirli bir toplumda bir işe sahip olmak ya da olmamak bir dizi sosyal ve psikolojik süreçleri yönlendiren temel belirleyici bir unsurdur. Daha da ötesi, siyasi hükümetlerin temel bir görevi olduğu düşünüldüğünde istihdam, siyasi güçlerin devamlılığı için temel bir belirleyicidir. Dolayısıyla iş ve mesleğin mikro ölçekte gerek bireyin hayatının devamlılığı gerek siyasi sistemlerin sürdürülebilirliği açısından mikro ölçekte oldukça fazla şeyi çağrıştırdığı söylenilebilir. Fakat, bir işe çok fazla odaklanmak veya vaktinin çoğunu çalışarak geçirmek olarak tanımlanabilecek işkoliklik olgusu ise çalışma kavramının en uç noktasıdır. İşkoliklik kavramı tükenmişlik sendromu, iş aile yaşamı çatışması ve aşırı stres gibi bir dizi problemle sonuçlanabilir. Öyleyse önemli olan işe sahip olmak veya olmamak arasındaki dengeyi koruyabilmektir. Çalışmanın amacı çalışma bağlılığı kapsamında bireyler ve örgütler açısından işkolik bir yaşamın sonuçlarını incelemektir.

1. INTRODUCTION

Industrialization which can be revealed as the primary determinant that shapes the unit of production is crucially important phenomena. In the aftermath of Industrial Revolution, a great many concepts entered the literature such as work, employee, employer, industry, factory, social policy, trade unions, labour force and so forth. Even more, following industrialization, the way of production was exposed to a radical transformation in which the traditional oriented approaches in it was totally left because of the fact that the power of steam was discovered. The usage of the steam in the modern machines accelerated the production and the countries that have this technology politically and economically shaped the entire world. Particularly, the modern occurrence of work in the factories or that is to say, the limitation of the work to a certain place, factory, is the driving force behind this economic and political power.

Work as deviated from its traditional aspect, to put in another way, its agriculture centered form was taken into account as a tool for the employees to earn wage through selling its labour. In other words, it can be argued that the work also radically transformed with the advent of the industrial capitalism. The capitalist industrialization process firstly initiated in England in the eighteenth century and spread to the other countries like America, France, Germany and many other parts of the world where producing and selling of the goods and the services became a global phenomenon (Edgell, 2012: 7).

Workaholism as the ultimate level of work engagement in the process of employee and employer relationship is a psychological and social state in which an employee has an excessive fondness for the work. It can be demonstrated briefly that workaholism means spending too much time at work and a strong feeling that drives the employee for the work as well (Wijhe, Shaufeli, and Peeters, ed. by Burke and Cooper, 2010: 110).

Assessed from the moderate perspective, it is possible to say that dealing with a job too much or joblessness is a big problem for the individuals and the organizations. These two cases are too extreme for both of them. Tackling with a job as well as not having a job can result in negative consequences for the employees and the governments. On the basis of employees, it can bring about burnout, stress, work and family conflict and so forth. As for the political infrastructure on the other hand, unemployment can endanger the perpetuity of the governments. Then, this means that for both the individuals' health and the sustainability of the governments, it is important to keep the work in balance. Therefore, the objective of the study is to lay an emphasis on the idea of workaholism and its individual and organizational centered results. The main framework of the study is to focus on the workaholism as the extreme side of the work engagement with its results such as burnout, stress, work and family conflict for the individuals and the deplete in the level of production and the labour turnover for the organizations.

2. THE CONCEPT OF WORK

The work plays a very critical role in the continuity of the individuals' life especially on the basis of meeting their psychological and social needs. Particularly, in the aftermath of the perception of the significance of work with the individuals, the social and the psychological function in addition to its economic advantages are becoming important. Therefore, work can be defined as the independent sets of the activities for meeting the needs of the individuals in the society (Çakır, 2001: 21, 26).

In spite of the fact that it is actually too difficult to define the work entirely, it is regarded as a kind of activity that alters the nature and it is closely associated with the social cases. An activity which can be referred as a work or as a leisure time procedure is related to different factors such as time, space, and culture (Grint, 1998: 7). Originally, the work used with the meaning of supporting one's own life has psychological and social impacts on the lives of the individuals today. This means that the work or working is not only carrying out a certain task and earning money, it is in a way is the tool for the psychological relief of the people. Maybe, it is the tool for prestige and status. This also means that the work cannot only be restricted to the process of production but also with the process of one's own life. The occurrence of work life and the life out of work is the primary determinant of this situation (Güzel, 2008: 12).

In spite of the fact that, work is thought as a physical and mental activity, most of the time it is more than ever, a process which includes many things ranging from the organization, colleges, customers, managers, and so forth. This means that the work is a multidimensional process (Yıldız, 2010a: 163). Work is a sort of activity in which every member of the society is involved in that process which can be implemented to all people all around the world. Especially, that is the case for the humans from the beginning of the history. They can work in their fields, offices, factories to support their lives. Even the people who are the landowners or the investors can be included in the process of work by means of industrial enterprises. Therefore, all these things pave the way that the working activities can say very much for the life styles of a great many people. The life style and the works overlap with one another (Watson, 2008: 1).

Since economic situations are embedded in the social structures, economic and the social spheres of the society shape one another, it can be stated that the economy and the sociology of work can be analyzed together in these ways mentioned below (Bandelj, 2009: 8, 9).

- ✓ The market frameworks, the dynamics of the organization have an impact on the work,
- ✓ The sociology influences the political institutions on the work itself.
- ✓ The sociological perspective of the work analyzes the meanings of work and the results for meaning making possess for the work.
- ✓ The sociological infrastructure of the society as well as the work ascertains to which sphere the people belong to,
- ✓ The economic and the social aspect of the work lay an emphasis on the work's multidimensional face.

The work as a social activity can not only be assessed as an economic way (Yıldız, 2010b: 134). It has other functions such as psychology, sociology and policy. The work is explained by Doyle depending upon the questionnaire asked to a hundred people and 90 % defined the work in this way (Doyle, 2003: 9):

1. "Work activities are necessary for survival and usually involve some form of compulsion. True, one can choose whether or not to work but leaving the tasks undone or stopping when you get bored has costs. A filthy home is a health hazard, a lazy worker risks being sacked and losing income, the would be writer who never gets down to its loses the satisfaction of having written, the uncommitted student risks failure, "the idle rich" may feel bored and that life lacks direction. Work also imposes structure. You can play in any way you choose but work has to be done methodically, and there is often a best way to do it."
2. "Work activities are almost always undertaken in the service of some higher aim. The voluntary worker wants to make life better for someone, the "breadwinner" wants to provide for his or her family, the business executive wants the success

of the company, the teacher wants students to fulfill their potential, entertainers want to give pleasure, artists want to create something of lasting value. It is for this reason that work is such a powerful source of identity and why it can be a source of satisfaction. It is also why being deprived of work can be so painful.”

From the statements above, it can be comprehended that work is the indispensable parts of humans’ life. In a way, the work, as a methodological unit, can be perceived as a compulsion for the people to support their own lives. Even if the people do not want, they must do it which results from the obligatory perspective of work. Additionally, work or working has a particular objective for making the lives better which paves the way that the work has a certain identity that overlaps with the identity of the employee. At times, the work is more than survival, but in the stark contrast, it is the origin of the satisfaction. According to different perspective, the definitions and the meanings of the work alter.

Work, as the sets of the tasks carried out, involves some certain functions, procedures, methods as well as the standards of performance needed to be obtained on condition that the work is done in an effective way (Chmiel, 2008: 3). The work which has been exposed to sociological breaking points throughout history radically changed following Industrial Revolution through which the definition of the work has radically shifted as well. The increasing numbers of the factories are clear results of the Industrial Revolution. During this time stopping event which took its driving force from the French Revolution beforehand, the occurrence of the machines and the other technological devices replaced the power of animals and the humans. The Industrial Revolution dating back to 18th and 19th centuries also resulted in the occurrence of the transportation systems like steamboats and the trains. More than anything else, as a result of this event, the machinery production started (Pierce, 2005: 4; Giddens, 1997: 14, 15). After the Industrial Revolution which is the origin of the impact of the industrialization on the individuals and the communities concerning alienation, class occurrence, social stratification in accordance with the opinions of Karl Marx, Emile Durkheim, and Max Weber called as classical theorists (Strangleman and Warren, 2008: 12), the changing profile of the work is noted down in the following Table (Edgell, 2010: 8).

Table 1. The Shifting Profile of The Work Concept In The Aftermath of Industrial Revolution

Characteristic Features	The Work in Pre Industry	The Work in Post Industry
1. The System of Production	Animal and human power, handmade productions	The use of machinery
2. Production Unit	Family and agriculture based production	Large scale organizations, factories
3. Labour Division	The degree of labour division is low.	The degree of labour division is high.
4. Time	Irregular and seasonal	Regular and permanent
5. Education and The Process of Recruitment	Generalized but minimal Special, the members of the family	Specific but extensive Universal and the individuals
6. Economic System	Traditional oriented, no market	Rational, market oriented
7. The Meaning of Work	Work as evil	Work as virtue
8. The Purpose of Work	Survival, minimum earnings	Maximum incomes
9. Payment, Wage	In cash	Wages and the salaries
10. Association of Work	Associated with non-economic situations	Associated with economic situations

Source: Stephen Edgell, *The Sociology of Work Continuity and Change in Paid and Unpaid Work*, Sage Publications Limited, USA, 2010, p. 8.

As seen in table 1, it can be argued that there is a big difference concerning the issue of work before and after Industrial Revolution. The system and the unit of production, labour division, the concept of time, the process of recruitment and education, economic system, the meanings, objectives, and the associates of the work, payment system has radically changed. The transition from the natural way of life to the mechanic one is one of the outcomes of changing concept of working which was made with the contribution of Industrial Revolution which covers a range of issues such as industrialization, manufacturing, mining, building and urbanization as a result of the industry (Moore, 2000: 3). The work is not solely a work but also a mechanism that reflects the human psychology (Drenth, Thierry, and Wolf, 1998: 1). Thus, the processes of industrialization made the concept of ‘working’ bring to the center of the society from the center of the individuals (Keser, 2009: 17).

3. WORKAHOLISM

Workaholism as an encouragement, “a motivation to work, and excessive work behaviour” (Schaufeli, Taris, and Bakker, 2006: 197) can be defined as a term that describes the case of being addicted to a particular work which creates a loss of control on the individuals’ environment. Workaholism as a compulsion or a driving force has similar peculiarities with the other addictions and it leaves impacts socially, emotionally, spiritually on the addicted person. As an example,

workaholism affects the social sphere of the employees by intervening with the close personal relationships, close friends, and the family members. To put in another way, the workaholism distorts the balance between family and work on account of the fact that the addiction is the extreme wish to work more and more (Smith, 2007: 1, 3).

The workaholic, on the other hand, is the one who devotes his life to work, who spends much of his time by working without unwillingness (Cambridge Advanced Learner's Dictionary, 2005: 1497). The workaholic behaviour is the inner feeling that fosters the employee to work. It is an unstoppable wish to work. The workaholics have an excessive fondness for "work involvement and the work enjoyment" which have negative consequences both on the individual and organizational level (Burke, 2000: 521; Burke, 2001: 638, and Kilroy, 2007: 11).

In the lives of a great many people, the work is taken into account as the significant social system (Ghodse, 2005: 3). However, the workaholistic behavioural pattern makes the work more important than it is. Therefore, workaholism is something like giving an overvalue to a work which requires the perfectionistic view of life. But, this is not always the case. Some of the workaholics are perfectionistic while the others are stressful which can be interpreted that the workaholic behaviours differ from person to person (Burke, 1999: 278 and for workaholistic patterns see also Spence and Robbins, 1992: 162).

The common framework in the workaholistic behaviour is that the employee is highly committed to work by means of spending a great majority of his time by working. From here, sometimes, it can be referenced that workaholism like alcoholism is closely related to the addiction since it is a compulsion to work not owing to the external forces or the demands to work, yet still it is the inner feelings that drive them to work which also renders the people stressed and guilty when they do not work (Spence and Robbins, 1992: 161, 162). When compared to others, according to Spence and Robbins, the workaholic people is motivated to work, feels compulsion to work, and do not enjoy the work so much all of which is called as '*workaholic triad*' which is revealed in the following figure (Spence and Robbins, 1992: 162).

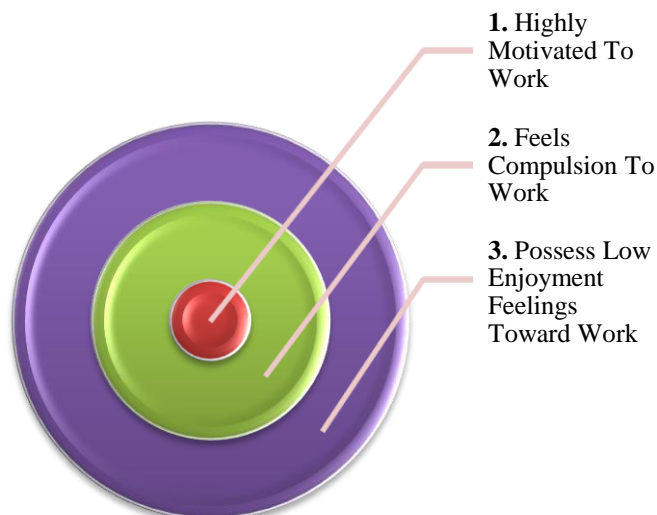


Figure 1. Three Features of Workaholistic Behavioral Pattern

Source: Janet T. Spence and Ann S. Robbins. "Workaholism Definition, Measurement and Preliminary Results", *Journal of Personality Assessment*, 1992, p. 162.

Figure 1 indicates that the workaholism behavior has three fundamental features such as motivation and compulsion to work, low enjoyment ideas on work all which is substantially different from one another in a correlational approach. The employee who is highly job involved does not possess an inner feeling toward work nor has a lack of pleasure at work as well. Hence, the contrast of the workaholistic behavioral pattern can be associated with the work enthusiast framework that is a person adjacent to the workaholics and is intensively work involved but different from the latter, is high in enjoyment of work but not driven (Spence and Robbins, 1992: 162).

Golden who takes into account the workaholism as '*overwork*' portrays that the working time of the employees are ascertained by the interaction between the optimization of the supplying and the demanding agents of labour services. The employees preferred hours of work are considered to reflect the preferences of their leisure time, tastes or distastes of work inherently, and their responses to wage rates and the other non labour sources externally. Especially, the real wage rates are believed to be the primary factor in the determination of the working hours in the long run since the income effect is assumed to shape their preferences. Also, the preference to work long hours depends on the level of employees' education, the production of household as well as technological progress (Golden, 2009: 220). Within this context, it can be referenced that work addicts can be perfectionist and their tendency to work for long hours is based upon this ideology as Spence and Robbins stated (Burke, 2001: 638 and Spence and Robbins, 1992: 163). In a way, the addicted employees are the ones who invest only in their works and nothing else (Burke and Fiksenbaum, 2009: 257). In reaching the organizational objectives, the workaholics will take a different position for the solution of the certain problem in the businesses, that is, they will

prefer as much or more work than finding out a potential solution. This means that for the workaholics, the only solution for the exact solution of the organizational problems is to work. The characteristics of the healthy and the workaholic employees are mentioned in the following table (Coombs, 2004: 369).

Table 2. Characteristics of Healthy and Workaholic Employees

Employees Without Workaholism	Employees With Workaholism
They are good collaborators and open to dialogue.	They do not want to work with people, they like working alone.
They like to be a social person.	They have few friends.
They are the employees who enjoy working.	They work just for the safe of work or they work just to work.
They are inherently motivated.	They are usually motivated by the fear to lose their status.
They are goal oriented and assess the whole picture of a particular event.	They focus on the details, they do not see the whole picture.
They can take risks when needed. They are beyond the traditional aspects.	They do not use the chances for the achievement of the goals.
They learn from their mistakes.	They do not tolerate mistakes, they just try to avoid them.

Source: Robert Holman Coombs, *Handbook of Addictive Disorders A Practical Guide To Diagnosis and Treatment*, Pressed by John Wiley and Sons Incorporation, New Jersey, USA, 2004, p. 369.

Table 2 indicates that there is a certain distinction between the employees with and without workaholism. The employees without workaholism are open to dialogue and they are collaborators which can be interpreted that they are social. They are inherently motivated and they enjoy working. Their works are goal oriented and they take the risks when it is necessary. Also, their mistakes are something like the factors from which they can learn many things. On the other hand, the employees with workaholistic behaviours are introvert and they want to work alone. Therefore, they have few friends. They do not enjoy working, they work just for doing it. As they are introvert people, they are usually motivated by some external factors such as fear. In addition to this, they are bogged down with the details while doing their works. And, they do not tolerate the mistakes (Coombs, 2004: 369). The workaholics also take their businesses into account as “*demanding work environments*”. (Burke, 2002: 211). The personal characteristics, the years to work, and the organizational values affect the workaholism as well (Burke, Burgess, and Oberklaid, 2003: 303).

4. THE WORK ENGAGEMENT AS THE MODERATE POINT IN WORKAHOLISM

The work engagement can be regarded as the feeling of dependency between the organizations and the employees. The innovational processes and the organizational learning procedures are the main determinants of work engagement which also give implications for the performance management. The organizations that achieved to form positive relationships with their employees possess proactive strategies. This means that they not only grapple with the demands from the environment which is an important factor in the sustainability of the organizations but also they shape the environmental factors which will be regarded as the primary unit for their long term success. Indeed, the organizations that make the work engagement will get a competitive advantage over the others (Molleman and Timmerman, 2003: 93, 94; see also Wood, 1986: 60-82).

The engaged employees who have close relationship with the organizations which also bring the work engagement are deeply motivated and committed to work. At the same time, the engaged employees think differently from the normal ones and they have a certain vision both for the organization and themselves because of the fact that they take over responsibilities for their career goals, success, and satisfaction. They have also inner feeling to work (Clark, 2012: 4, 5). The engaged employees who spend their full ‘*effort*’ for the success of the management have a strong ‘*desire*’ to remain in the organization. Moreover, they possess a ‘*passion*’ and the ‘*advocacy*’ for the competition centered businesses (“Making HR Count: How To Validate A “Soft” Function Trough Employee Engagement Strategy”, 2008: 25).

In spite of the fact that there have been enormous advances in the definition of the engagement, a number of things remain unclear. The important thing here is to have a look at the questions that help in the definition of the engagement phenomena. The ten critical questions are as in the following (Albrecht, 2010: 3).

1. How can we define the engagement and what the key characteristics of it are?
2. Is it old or a new issue to be focused?
3. What sort of theories can be utilized for the clarification of the term engagement?
4. Are there some kinds of shifts in the definition of the engagement from day to day at work?
5. What are the measuring issues in the definition?
6. What are the driving forces that make engagement engagement?
7. What is the relationship between engagement and it organizational outcomes?

8. Does engagement affect the organizational performance?
9. How can the managers maximize or optimize the engagement process in the organizations?
10. What are the key fields for further research concerning engagement?

Considering all these questions about the definitions of the engagement stated above, it can be demonstrated that engagement is “a positive and energized work related motivational state, and is a genuine willingness to contribute to work role and organizational success which can be interpreted that the work engagement is a positive psychological well-being towards the work and it is the absolute wish for the contribution of the organizational success. Work engagement, as a matter of fact, is the positive directions for the employees as well (Albrecht, 2010: 4, 5). In the organizations, the work engagement brings the employee engagement which can be regarded from the holistic point of view that it is a key element for the management of the employees, their retentions and their motivational sustainability. If it is thought that one of the ultimate aims of the businesses is to compete with the others, the work and the employee engagement processes play key roles for obtaining those objectives. The processes of the organizations, values, management strategies, rewards, recognitions and role challenges are the holistic outcomes of the engagement procedures all which can be illustrated in the following matrix (Glen, 2006: 37-39).

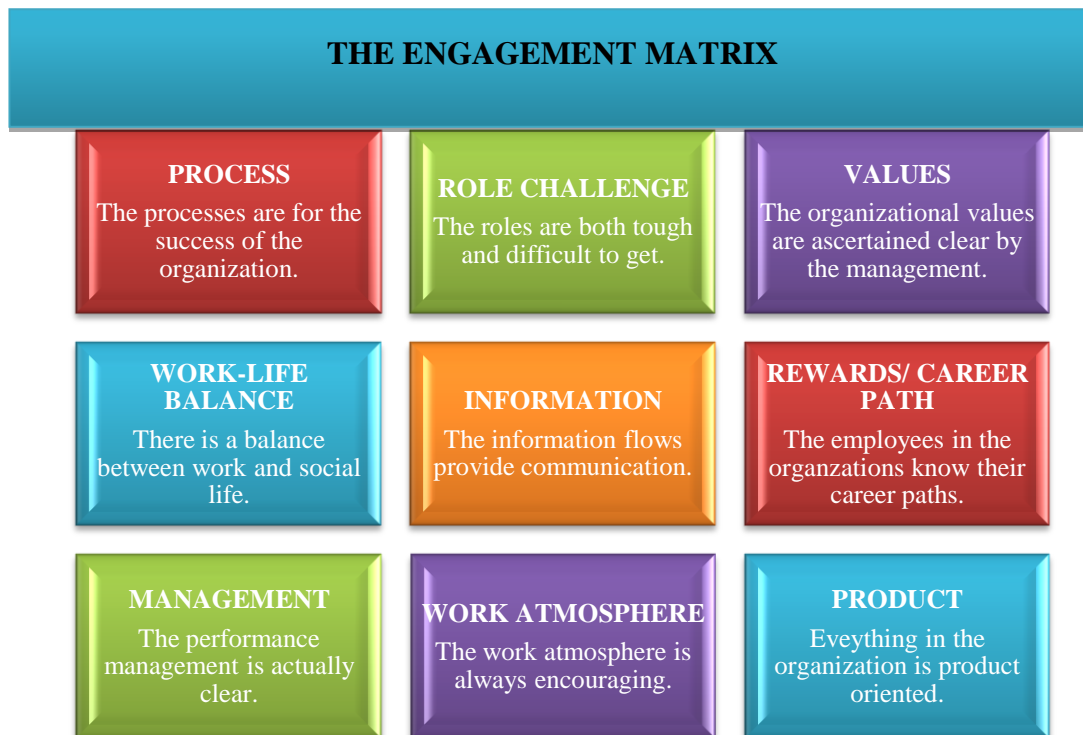


Figure 2. The Employee and Organizational Engagement Matrix

Source: Clayton Glen, “Key Skills Retention and Motivation: The War For Talent Still Rages and Retention is The High Ground”, *Industrial and Commercial Training*, Vol 38, Issue 1, 2006, p. 38.

The engagement matrix as shown in figure 2, the employee and the organizational engagement matrix consist of various criteria such as process, the challenges in the roles, the values attributed, the work-life balance, the clear information, the rewards and the career paths, the management tactics, the positive work atmosphere, and the product centered approach all of which aim at the organizational productivity and performance. For example, the process in the matrix indicates the fact that all the processes conducted within the organization are for the success of it in spite of the fact that the roles are quite challenging. Another important thing in the engagement is the clarity of the organizational values and the balance between work and the life itself. If it is considered that the employee engagement is something like changing the negative attitudes of the employees towards the organization by strengthening their relationships with the organizations through effective communication, organizational strategy (“How To Generate and Maintain Employee Engagement: The Crucial Role of Internal Communications, Training and Recruitment”, 2008: 5, 6), it can be regarded that blur in the information flows, rewards as well as the career routes, work atmosphere will have a negative impact on engagement.

The engagement procedure called as “the emotional and the physical well-being of a staff” (Success Begins At Home: Addressing The Emotional Engagement of Your Work Force”, 2008: 32) which is the moderate levels of being at work is the optimum point before the workaholic stage. In other words, the workaholicism that can result in both emotional and physical collapse and the exhaustion (Porter, 2004: 436) is the extreme point in the engagement process which is also the main core of the study as well. The workaholic which can be identified “the reluctant hard worker reports relatively long working hours, at a relatively low hierarchical level, with a strong perception of external pressure and a low perception of

growth culture and a strong intention to leave the organization” (Buelens and Poelmans, 2004: 440) and the concept of workaholism that is the case bringing about of all these will result in the burnout, the work and family conflict, the stress phenomena for the individuals and as for the organizations, it will cause a decrease in the level of productivity and employee turnover which is the main streamline of the study as shown in the following model.

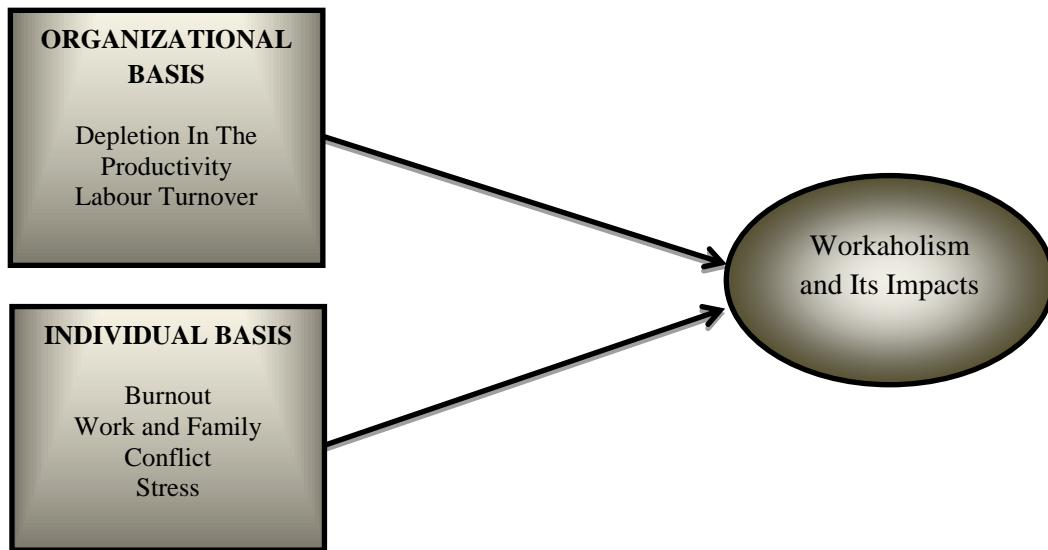


Figure 3. The Workaholism and Its Individual and Organizational Impacts

As indicated in Figure 3, the results of workaholism phenomena will be analyzed negatively for the next level of the engagement both on an individual and organizational basis theoretically by taking into account burnout, work and family conflict, stress, depletion in the productivity and labour turnover.

4. 1. The Negative Consequences of The Workaholism

The negative consequences of the workaholism which was defined as the driving force to work perpetually can have some negative consequences that will be analyzed both as individuals and organizational perspective.

4.1.1.Individual Centered Consequences

The Individual oriented results focus on the individual oriented results of the workaholism such as the burnout phenomena, work and family conflict, and the stress all of which will be analyzed one by one.

4.1.1.1. The Burnout Phenomena

Burnout is an emotional based syndrome that results from exhaustion, depersonalization, and a lack of self-reliance concerning the accomplishment of a particular work. It is a kind of reaction or a response emotional overload to a particular thing or person. From this perspective, burnout can be acceded as one type of stress. In spite of the fact that the burnout has serious effects than the stress, it results from social interaction between helper and the other (Maslach, 2003: 2). The phenomenon of burnout can also be associated with frustration, disappointment, emotional breakdown (Whitaker, 1996: 61).

Many of the studies have focused on the origins of burnout phenomena despite the fact that fewer of them revealed the relationship between stress, job satisfaction, job performance, role conflict, and so forth (Gmelch and Gates, 1998: 146). However, it can be stated that the burnout play a role on the employees' intention to leave from their works which also accelerates the labour turnover in the organization's life cycle (Weisberg, 1994: 4). The burnout which results from many things such as stress, overload work, management problems in the job is a kind of 'response syndrome'. The reasons and the consequences of burnout can be illustrated in the following conceptual model (Low, and et. al, 2001: 589).

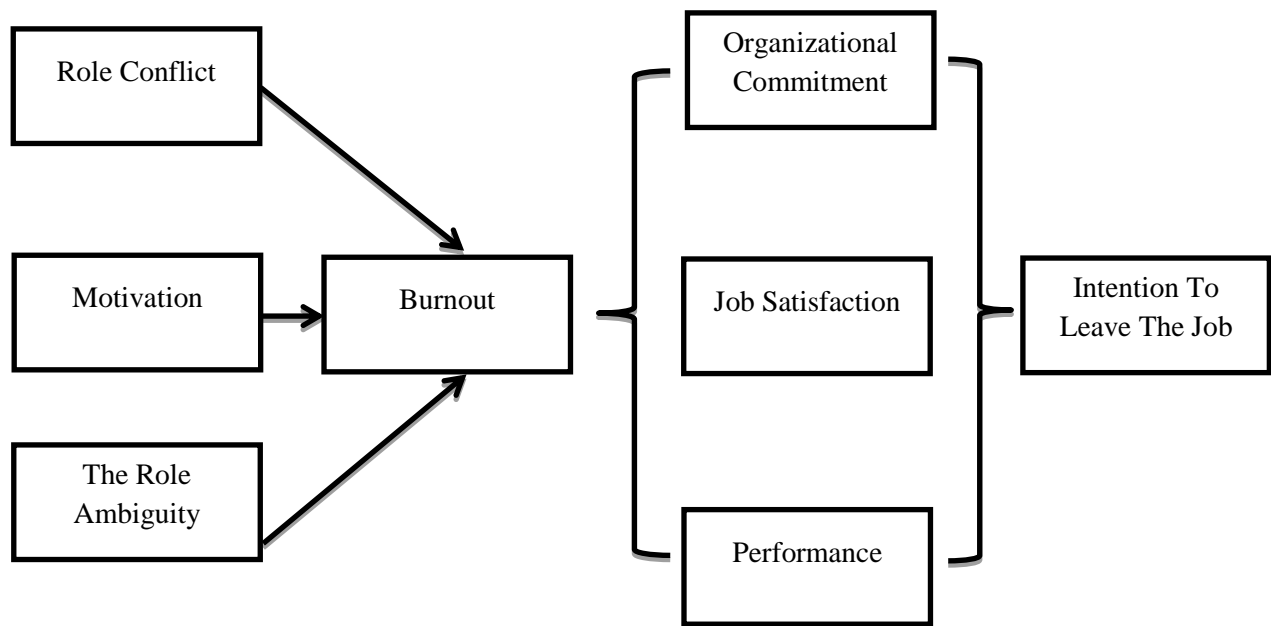


Figure 4. The Reasons and The Consequences of Burnout

Source: George S. Low, David W. Cravens, Ken Grant, William C. Moncrief, “Antecedents and Consequences of Salesperson Burnout”, *European Journal of Marketing*, Vol 35, Issue 5, 2001, p. 589.

The burnout as a multifaceted concept results from a great many antecedents such as role conflict, lack of motivation, and role ambiguity. Moreover, the role conflict, motivation, and the role ambiguity also affect the job satisfaction which has a direct influence on the organizational commitment as well. The factors just mentioned also direct the performance as well. Therefore, the burnout phenomena results in the intention of the employees to leave the job. All these things pave the way that the burnout, the source of which is the workaholism is the main problem behind the many things concerning the organizations and the work

4.1.1.2. Work and Family Conflict

The other problem area concerning the workaholic way of life is the occurrence of the work and family conflict because of the fact that the overload work behaviour will distort the balance between family and work as well. The work and family conflict can be defined as a clash between the work and the family demands. The work and family conflict leads to job dissatisfaction since it creates a problem area about the access to the work and family values. So, in a way, work and family conflict can be explained that it is the junction between difference and the similarity of the values between family and work (Perrewe and Hochwarter, 2001: 29, 30).

The work and family conflict which leave an impact on the work qualities and the workplace values has two particular characteristics. The first side of the problem is the fact that the employees spend their great deal of time working and they neglect their families. So, they have little time for childbearing which is not the case for all the works but for the blue collar jobs, executive positions, and the professional jobs, that is the case. On condition that the work is segmented in this way, the people will face the challenges of carrying out the social roles which is the second predicament of work and family conflict (Schiemann, McBrier, and Gundy, 2003: 160; Williams, 2001: 1).

The problem of balancing the work and the family is the ultimate concerns of the employees and the employers owing to the fact that these handicaps show themselves as stress, labour turnover, burnout, absenteeism, and lower productivity. The organizations that do not want to lose their talented staff can develop new strategies for keeping the balance between family and the work. The determination of the factors that contribute and halt the successful adaptation of the employees is of great significance for the development of the strategies and the programs concerning the sustainability on the work and family balance. Especially, having knowledge about the main dynamics of work and family areas will bring the sound management for both of these areas. As an example, making policies concerning time management courses, regular or part time work, parent programs, the regulation of the flexible work will actually help the policy makers reach their goals on the solution to the work and family conflict (Higgins, Duxbury, and Lee, 1994: 144, 145).

4.1.1.3. Stress

Stress is a sort of element that possesses the potential for the creation of uneasiness in the hearts of people. Stress as a radical problem area has been associated with the causes of death, health problems such as cancer, heart diseases, lung

illnesses, accidents, and so forth. Some of the experts in health argue that 70 or 80 percent of all the diseases are actually stress related ones. Although stress as a new issue referred as today, it can be stated that the stress that brings the physical and psychological arousal and that dates back to Stone Age. In the Stone Age, it is called as “survival mechanism” (Seaward, 2011: 4, 5).

Stress can also be defined as the reaction of the body to the change concerning the feelings, situations, and conditions or in other words, stress is a concept that indicates the peoples’ psychological response to the stress oriented factors. Maybe, this can be interpreted that stress is the reactive power of the body so as to cope with a particular handicap. By the way, the factors that cause stress are called as stressors which can be internal and external. An internal stressor results from the person himself while the external stressor is caused by the other factors outside the person (Gregson, 2000: 6; Singh, 2009: 1).

The stress which is the problem area of the contemporary world as the complementary part of the conflict itself is important for the humans’ health as it is threatening, frightening. It is something like an illness (Cotton, 1990: 3). In association with the workaholism, it can be mentioned that the workaholic employees are stress oriented people as they have a serious work to deal with. Therefore, it can be said that workaholism gives birth to stress as well.

4.1.2. Organizational Centered Consequences

As it causes individual predicaments like stress, burnout, and work-family conflict, the workaholism gives rise to the problem of lower productivity and labour turnover on the organizational bases.

4.1.2.1. The Lower Productivity

Due to the fact that the productivity rate in the organizations depends upon the quality of the work and the motivation of the employees, it is of great significance for them to keep their motivational level. The workaholism as it brings about grappling with the work for most of the time; it depletes the motivational level of the employees as well as their productivities. Within this context, it can be demonstrated that the productivity can be linked with the workaholic behaviours of the employees.

4.1.2.2. The Labour Turnover

The labour turnover can be defined as “the ratio of the number of the employees that leave a company through attrition, dismissal, or resignation during a period to the number of employees on payroll during the same period.” (<http://www.businessdictionary.com/definition/labor-turnover.html> (Retrieved 06.02.2013)). As seen both in the model concerning the burnout, it can be stated that the workaholism causes the employee turnover which results in the loss both on the organizational and the individual basis. For the organizations, it can be mentioned that they lose the talented staff and this will possible give rise to the increase in the costs for the growth of the new human resource requires time and money. Additionally, the staffs’ leaving from the organization is another handicap for the depletion in the productivity. As for the individuals, it has many possible negative consequences like adaptation to the new work environment and searching for another job. So, as a result of the workaholic behaviour of the employees, the labour turnover can be considered in compatible with the organizational and individual barriers.

5.CONCLUSION

However different it is depending upon the ages and the nations, the work is an activity to be carried out or a duty to do. The workaholism is on the other hand is the excessive fondness for work. The aim of the study is to analyze elaborately the concept of workaholism as the extreme point in the work as well as pointing out its probable consequences not only organizational basis but also individual basis conceptually. The probable outcomes concerning individuals are focused on within the context of burnout phenomena, stress, and work-family conflict while the organizational outcomes are intensified on the lower productivity and labour turnover.

In the literature, the work can be defined as the process in which the employees do for getting money. The work which has social and psychological aspects of life rather than its economic incomes is also a tool for the sustainability of the life itself. What’s more, the employment as the particular responsibility of the governments is the primary determinant of sustainability of them as well. However, workaholism from the work point of view which is described as focusing too much on a work or spending a great deal of one’s life by working is the radical point. The concept of workaholism may result in various problems such as burnout syndrome, work and family conflict, and overload stress phenomena for the individuals, and the decrease in the productivity and the labour turnover for the organizations. So, the important thing is to lay an emphasis on the balance between job and joblessness.

The work engagement for the employees that can be taken into account as the dependency between work and the employees is actually the moderate point between the work and the workaholism. The positive work atmosphere, the clarity in the progress of the positions, the satisfaction on the wage, and many other factors is the origins of the work engagement. Comparing the work and workaholism, the work engagement stands somewhere between these two concepts, so it has a moderating effect which is also emphasized in the study.

The common fact known about the workaholism is the fact that the employees spend a great deal of their times working. They live in work centered life. Depending upon this fact, it can be argued that the workaholism is something like an obsession, that is to say obsession to work. As it is a compulsion, it forces people to work which results from inner feelings to work. Hence, the workaholism can be appealed as the intrinsic motivation for the employees to work.¹ Throughout the study, it is tried to prove the fact that the workaholism is the extreme point concerning work and the work engagement with its probable organizational and individual oriented results.

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¹ Spence and Robbins, pp. 161, 162.

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