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**Prof. Dr**

**Osama Mohamed Abd-Elmoniem**

*Professor of Business Administration  
Former Vice Dean for Postgraduate  
Studies and Research.  
Faculty of Commerce, Benha University*

**Prof. Dr.**

**Hamada Faiwzy Abuzid**

*Professor of Business  
Administration and  
Former Chairman of Business  
Administration  
Faculty of Commerce - Benha  
University*

**Thraa Mohamed El-Desawy**

*Assistant Lecturer, Department  
of Business Administration.  
Faculty of commerce - Benha  
University*

# **The Impact of Workaholism on Work-Family Conflict with the Roles of Leaders' Self-Efficacy and Organizational Integrity as Mediators “Experimental Study”**

**Prof. Dr  
Osama Mohamed Abd-Elmoniem**  
*Professor of Business Administration  
Former Vice Dean for Postgraduate  
Studies and Research.  
Faculty of Commerce, Benha University*

**Prof. Dr  
Hamada Fawzy Abuzid**  
*Professor of business  
Administration Former  
Chairman of Business  
Administration.  
Faculty of Commerce, Benha  
University*

**Thraa Mohamed  
El-Desawy**  
*Assistant Lecturer,  
Department of Business  
Administration  
Department Faculty of  
commerce - Benha  
University*

## **Abstract**

The main objective of this dissertation is to determine the impact of workaholism on work-family conflict with the roles of leaders' self-efficacy and organizational integrity as mediators.

A model for the research hypotheses was developed to illustrate causal relationships between the research variables. Hence, the structural equation modeling (SEM), and path analysis are used to assess the strength of the relationships between the research variables by using (SmartPLS 4 AND SPSS V.25) program.

To collect the primary data, the researcher designed a questionnaire that includes four main constructs are the Workaholism, Work-Family Conflict, self-efficacy, and organizational integrity.

The researcher relies on the University Hospitals in Qalyubia, where there are one university hospital in Qalyubia. So we will take it comprehensive inventory (total enumeration).

The findings illustrate that there is a positive impact of workaholism on work-family conflict, and a positive impact on leaders' self-efficacy, and on organizational integrity.

There is a positive relationship between leaders' self-efficacy and work-family conflict, and between organizational integrity and workfamily conflict.

And leaders' self-efficacy and organizational integrity mediating the relationship between workaholism and work-family conflict.

The results also show that there are non-significant differences in employees' responses to all variables based on gender differences, age, marital status. In contrast, there is a significant difference in employees' responses to the variables based on years of experience.

**Keywords:** Workaholism, Work-Family Conflict, Self-Efficacy, Organizational Integrity.

## 1- Introduction

In the light of global competition, technological innovations, and the changing nature of occupations, the world of work has challenged a deep change. This change has formed a workforce wherein workers are allowed, and inspired, to capitalize as much energy as possible into work (Akihito Shimazu et.al., 2014)<sup>(1)</sup>.

Recently, the term workaholism has become more widespread as it has become one of the concerns of leaders, academics, and others.

Although the term workaholism was created in 1971, most research on the topic began after 2000. This increased attention to workaholism occurred at an important time given that technological advances have surged and affected jobs everywhere. (Shahnaz Aziz et.al., 2010)<sup>(2)</sup>.

The expression workaholism has been around for over 30 years, yet although the communal use of the expression workaholism, there is still slight agreement about its meaning. Some authors view it in positive terms whereas others view it in negative terms. Though, a common feature of the various definitions is investment in business<sup>(3)</sup>.

Workaholism is not just about working long hours, but working harder than expected. This excessive work is at the expense of other activities (Raphael Snir et.al., 2006).

Workaholics are not driven to work for financial gain or job requirements but are driven by an internal drive to work (Fiona Moyer et al., 2017)<sup>(4)</sup>, and they only feel satisfied from work and neglect all other domains of their lives (Clark et.al., 2016)<sup>(5)</sup>.

On the other hand, the imbalance between work and life is one of the important variables for study, from the point of view of management scholars, as it was found that it has negative consequences at the level of the individual and the organization (James A. Russo et.al.,2006)<sup>(6)</sup>.

Work-life conflict defines the conflicts between work and life fields (e.g. family, leisure, religion, study, etc.). Work family conflict contain three main dimensions of conflict: time based, strain based and behaviour based (Adem Sav et.al., 2013)<sup>(7)</sup>. Conflict between work and other life areas may take numerous shapes, however that arisen from time keen to the work role (called time-based conflict) and that resulting from the strains created by this role (called strain-based conflict) are thought to be of key importance (Gail Kinman et.al., 2008)<sup>(8)</sup>.

Therefore, the main objective of this dissertation focuses on determining the effect of workaholism on work family conflict with the mediating roles of self-efficacy and organizational integrity.

## 2- Literature Review:

The literature review is divided into five main parts according to the nature of the study:

- 2.1 Literature review of workaholism.
- 2.2 Literature review of work family conflict.
- 2.3 Literature review of self efficacy.
- 2.4 Literature review of organizational integrity.
- 2.5 literature review of the relationship between workaholism and work family conflict.

### 2.1 Literature review of workaholism:

There are several researches that are interested in studying workaholism dimensions and its measures some of these researchers will be explained in the Table 1.

**Table 1: Literature review of workaholism**

No	Author (s)	Objectives	Results
1	<b>Ronald J. Burke et.al., (2006) (9)</b>	Examine potential consequences of workaholism among 98 women business graduates in early careers.	Workaholism components (work involvement, feeling driven to work & work enjoyment) generally had significant relationships with the validating job behaviors, work outcomes and indicators of psychological well-being but not with extra-work satisfactions.
2	<b>Ronald J. Burke &amp; Stig berge Matthiesen (2009) (10)</b>	examines the relationship of three workaholism components proposed by Spence and Robbins Feeling driven to work- work enjoyment and several work and psychological wellbeing outcomes.	1- Workaholism components accounted for significant increments in variance on all 4 work outcomes (job satisfaction - job involvement organizational commitment - Intent (work involvement – to quit. 2- Work enjoyment was found to be positively related with work outcomes. 3- Work enjoyment was also generally positively related with psychological well – being, while feeling driven

No	Author (s)	Objectives	Results
			to work was generally negatively related with psychological well-being.
3	<b>Corine van Wijhe et.al., (2011)(11)</b>	aims at disentangling the different underlying motivations that drive workaholic and engaged employees to work excessively hard.	1- found that workaholism (working excessively working compulsively is positively related to negative mood and using an enough stop rule to determine when to stop working. 2- In addition, this study showed that work engagement is related to positive mood.
4	<b>Ilona van Beek et.al.,(2012)(14)</b>	aims to investigate the motivational correlates of workaholism (Working excessively working compulsively and work engagement. Furthermore, the paper examines how workaholism, and work engagement relate to three different work outcomes: job satisfaction, turnover intention, and job performance.	1- workaholism was primarily and positively associated with having a prevention focus, 2- whereas work engagement was primarily and positively associated with having a promotion focus. 3- Furthermore, workaholism was negatively related to job satisfaction and job performance, and positively related to turnover intention, 4- whereas work engagement was positively associated with job satisfaction and job performance, and negatively associated with turnover intention.
5	<b>Shahnaz Aziz</b>	examine if facets of workaholism are	Workaholism significantly related to a family history of

No	Author (s)	Objectives	Results
	<b>et.al., (2016)(17)</b>	associated with a family history of metabolic diseases.	metabolic diseases.
<b>6</b>	<b>Fiona Moyer et.al., (2017)(18)</b>	examine the relationships among work aholism, psychological capital (PsyCap) , and burnout, as well as investigate the potential mediating effect of PsyCap on the relationship between workaholism and burnout.	1- Workaholism is negatively related to PsyCap, 2- and is positively related to burnout, 3- while PsyCap is negatively correlated with burnout. 4- Moreover, while tested in a mediation model, PsyCap appeared as a significant mediating variable for all three dimensions of burnout (i.e. emotional exhaustion, depersonalization, and personal accomplishment).
<b>7</b>	<b>Fatemeh Taheri et.al.,(2020)(20)</b>	investigated the relationships among workaholism, work–family enrichment (work–life enrichment), and workplace incivility	1- Workaholism (work perfectionism, work addiction, unpleasantness)and life–work enrichment were positively and negatively related to uncivil behaviors, respectively, 2- and workaholism was positively associated with work – family enrichment.
<b>8</b>	<b>Shahnaz Aziz et.al.,(2020)(21)</b>	examine the relationships among workaholism, organizational citizenship behaviors (OCBs).	Workaholism and OCBs were negatively related.

Source: by the researcher.

## 2.2 Literature review of work-family conflict:

The question of how to strike a balance between work and life is attracting increasing attention at both the national & international level.

Interest in this issue has grown with the increase in dual career couples and single – parent households hence, there are an increased interest among researchers to study the dimensions, reasons, and measures of work family conflict. Some of these views can be explained in Table 2.

**Table 2: Literature review of work-family conflict**

No.	Author (s)	Objectives	Results
1	<b>Mian Zhang et.al.,(2011) (25)</b>	examine the relationship between two forms of work-family conflict– workfamily conflict (which contain, hours spent at workrole conflict- role ambiguitysupervisor support and family-work conflict – and individual consequences for Chinese managers.	1- Work-family conflict was positively associated with emotional exhaustion. 2- Family-work conflict was negatively associated with life satisfaction and affective commitment, 3- as well as positively related to turnover intentions.
2	<b>Mustafa Koyuncu et.al.,(2012) (26)</b>	examine correlates and consequences of WFC (time –strain behaviour among a sample of managerial and professional women working in Istanbul, Turkey.	The respondents indicated relatively low levels of WFC. Levels of work interfering with family and family interfering with work were significantly and positively correlate
3	<b>Edna Rabenu and Aharon Tziner, (2015)(29)</b>	put forward a wide theoretical framework that encompasses the relationships between organizational justice, organizational citizenship behavior (OCB), job stress,	1-organizational justice was found to relate positively to OCB, 2- and stress was found to relate positively to the work-family conflict. 3- OCB was found to relate negatively to job stress and work-family conflict.

No.	Author (s)	Objectives	Results
		and the work-family conflict	
4	<b>Laura Maria Ferri et.al.,(2018) (33)</b>	explore whether and how the actual use of supports available from the state, organisations and families helps workers reduce perceived work–family conflict	WFC should be explored considering its bidirectionality, as supports (work place instrumental-work place emotional- family – state support) have different impacts on WIF and FIW
5	<b>Subhash C. Kundu et.al., (2022) (36)</b>	examining the relationship between challenges caused by COVID-19 pandemic and employees’ stress through the mediating role of family-life disturbance and work-life imbalance.	family-life disturbance and work-life imbalance mediated the relationship between COVID-19 challenges and employees’ stress individually as well as serially

Source: by the researcher.

### 2.3 Literature review of self efficacy:

**Table 3**

#### **Literature review of self-efficacy**

No.	Author (s)	Objectives	Results
1	Terje Slåtten, (2014) <sup>(25)</sup>	identify factors that could be related to creative self-efficacy	1- The job-related factors (autonomy) were the most influential determinants to creative self-efficacy. 2- Furthermore, creative self-efficacy has a positive effect on innovative activities.
2	Hamada Fawzy Abouzid, (2016) <sup>(26)</sup>	Examine the relationship between self - efficacy and emotional	1- There are appositive relationship between self efficacy belief and developing leadership skills with regard to work

No.	Author (s)	Objectives	Results
		<p>intelligenceto developing leadership capabilities.</p>	<p>dimensions (ie. Responsibilities of work-self correction cycle-preparation period).            2- A negative relationship was found between learning orientation &amp; self-efficacy.            3- There are appositve relations ship between leaders self – efficacy &amp; EI elements (social skills-motivation- self-awareness-self- management.)</p>
3	Arvinder P.S. Loomba and Rex Karsten (2019) <sup>(44)</sup>	<p>1- explore why some firms succeed while others flounder or fail to implement quality improvement programmes.            2- It synthesises selfefficacy literature to propose a model of selfefficacy’s role in affecting implementation success of quality improvement programmes in organisations</p>	<p>1- quality training programmes play an important role in affecting existing efficacies and leading to “quality selfefficacy” in employees.            2- The proposed model and related propositions suggest that right approaches of implementing quality training among certain types of employees and/or organisations can promote teamwork to achieve performance success.</p>
4	Kujtim Hameli et.al., (2022) <sup>(46)</sup>	<p>1- examines the relationship between emotional intelligence, self-efficacy and organizational commitment,            2- focusing on the</p>	<p>1- emotional intelligence is positively related to selfefficacy and that self-efficacy is positively related to organizational commitment.            2- Furthermore, the results of the mediation analysis</p>

No.	Author (s)	Objectives	Results
		mediating role of self-efficacy in the relationship between emotional intelligence and organizational commitment.	confirm that the relationship between emotional intelligence and organizational commitment is mediated by self-efficacy.

#### 2.4 Literature review of organizational integrity:

Table 1/4

#### Literature review of organizational integrity

No.	Author (s)	Objectives	Results
1	Robert Hooijberg et.al., (2010) <sup>(29)</sup>	Understand the impact that perceptions of integrity have on perceptions of leadership effectiveness in the context of leadership behaviors.	1-There is an association between honesty and integrity for all stakeholder groups. 2-Integrity has an impact above that of leadership behaviors on perceived effectiveness for managers and their peers but not for their direct reports and bosses.
2	June M.L. Poon, (2012) <sup>(30)</sup>	examine the predictive effects of trustworthiness attributes(i.e. benevolence, integrity, and ability) on trust-in-supervisor	1-perceptions of supervisor benevolence, integrity, and ability predicted trust-in-supervisor both directly and interactively. 2-Further analysis revealed that integrity and ability interacted in a compensatory manner to predict trust-in-supervisor when benevolence was high but not when it was low.
3	Hakan Erkutlu et.al., (2015) <sup>(31)</sup>	1-examine the relationship between leader's behavioral integrity and employees' organizational	1-there was a significant positive relationship between leader's behavioral integrity and employees' organizational identification, 2-In addition, the positive relationship between behavioral integrity and

No.	Author (s)	Objectives	Results
		identification, 2-as well as to test the moderating roles of power distance and organizational politics on that relationship.	organizational identification was weaker when both power distance and organizational politics were higher compared to that when they were lower.
4	Burhan Ozfidan et.al., (2019) <sup>(54)</sup>	analyze the relationship between organizational justice, integrity and organizational citizenship behavior.	organizational justice has a moderating effect on the relationship between integrity and organizational citizenship behavior

**2.5 Literature review of the relationship between workaholism and work-family conflict:**

**Table 5**  
**Literature review of the relationship between workaholism and work family conflict**

<b>No.</b>	<b>Author (s)</b>	<b>Objectives</b>	<b>Results</b>
1	James A. Russo and Lea E. Waters, (2006) <sup>(33)</sup>	<p>1-examine the validity of the workaholism triad as compared to the workaholism dyad.</p> <p>2-test the relationship between workaholism (work involvement-driven to work – work enjoyment) and work-family conflict.</p> <p>3-explore the three-way relationships between worker type, (workaholic-enthusiastic workaholic-relaxed worker-uninvolved worker) work-family conflict (WFC) and supervisor support and flexible work schedules.</p>	<p>1-worker type was significantly related to WFC. Specifically, workaholics and enthusiastic workaholics experienced significantly more WFC than relaxed and uninvolved workers.</p> <p>2-Regarding the three-way relationships, it was found that worker type moderated the relationship between schedule flexibility and WFC</p>
2	Shahnaz Aziz and Jamie Cunningham) <sup>(34)</sup>	1-examine potential differences between male and female workaholics in relation to work	<p>1-work stress and work-life imbalance correlated with workaholism, regardless of gender.</p> <p>2-Gender did not moderate the relations between</p>

No.	Author (s)	Objectives	Results
		stress and work-life imbalance; 2-also to test for gender as a moderator in the relation between workaholism with work stress and work-life imbalance.	workaholism with work stress and work-life imbalance.
3	Becca R. Brady et.al., (2008) <sup>(35)</sup>	Examine the relationship between workaholism & Several outcomes: 1-Work life conflict. 2-Job Satisfaction. 3-Enjoyment of leisure time.	1-Workaholism Scores are Significant predictors of work – family conflict. 2-Workaholics are generally less likely to enjoy their leisure time. 3-Asimilar pattern of results albeit less consistent is evident on the association between workaholism and job satisfaction.

## 2.6 Summary of literature review:

**From the previous review of literature, it is shown that:**

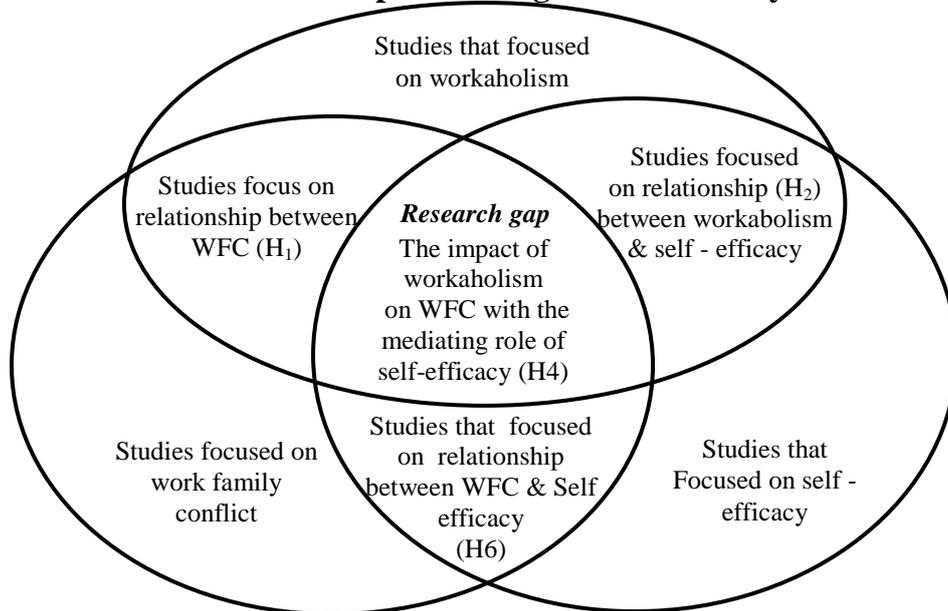
- 1- Workaholism has been differentially defined and classified in the literature. Four distinguishing aspects are whether:
  - a) it is defined behaviorally (Scott et al., 1997, Robinson, 2000b) or attitudinally (Spence and Robbins, 1992, Machlowitz, 1980);
  - b) it is considered to be an addiction (Killinger, 1991, Oates, 1971, Robinson, 2000a);
  - c) it is viewed positively (Cantarow, 1979, Machlowitz, 1980) or negatively (Oates, 1971, Robinson, 2000a, Seybold and Salomone, 1994); and
  - d) it is recognized as having different types with various antecedents and outcomes (Buelens and Poelmans, 2004, McMillan et al., 2002).
- 2- Conceptually, several models have been advanced to explain the relationship between work and life outside work.
- 3- The work-family conflict is considered to be bi-directional, In other words, work can interfere with the family (work-to-family-conflict; WFC) and the family can interfere with work (family-to-work conflict; FWC). from the previous review of literature,

**The current research differs from the previous studies in the following aspects:**

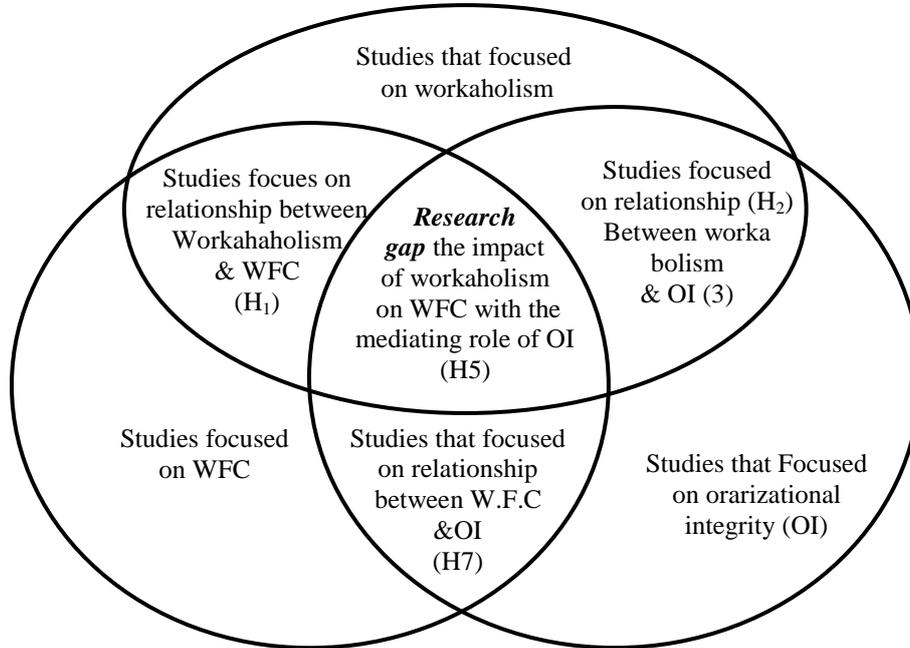
- 1- Limited foreign studies (3) to the best of the researcher knowledge, have examined the relationship between workaholism and work family conflict.
- 2- The scarcity of Arab studies that discussed workaholism in general and its effect on a work family conflict in particular, To the best of my knowledge.
- 3- At this research we will depend on the model of Spence and Robbins for workaholism which has three dimensions (work involvement work drive-work enjoyment) because it is more suitable for this research and widely used in the scientific researches.
- 4- Despite the importance of the findings of previous studies regarding workaholism, these studies were conducted in foreign environments, and these results do not agree with the reality of the Arab environment, which reflects the importance of discussed this topic.
- 5- To the best of my knowledge, there are no studies that focused on determining the effect of the self-efficacy and organizational integrity as mediators of the relationship between workaholism and work family conflict.

From the previous review, the research gap can be extracted as shown in Figures 1 and 2.

**Figure 1**  
**The Present Research Gap according to Self-Efficacy as Mediator**



**Figure 2**  
**The Present Research Gap according to Organizational Integrity as Mediator**



### 3- Research Problem:

The researchers argued that workaholics affects family members and friends are in a negative way. It has been suggested that the hurting experienced by kids and spouses of workaholic is similar to the suffering felt by spouses and descendants of alcoholics. The researchers also suggested that wives of workaholics frequently give up their own objectives whereas reinforcing their husbands' desires. (Elizabeth et al., 2006)<sup>(36)</sup>.

The research problem can be summarized through the following questions:

***The major question:***

To what extent workaholism effects on work-family conflict with the mediating roles of leaders' self-efficacy and organizational integrity?

***The sub questions:***

- 1) What is the relationship between workaholism and work family conflict?
- 2) What is the relationship between workaholism and leaders self-efficacy?
- 3) What is the relationship between leaders self –efficacy and workfamily conflict?
- 4) To what extent workaholism effects on work family conflict with the mediating role of leaders' self-efficacy?
- 5) What is the relationship between workaholism and organizational integrity?
- 6) What is the relationship between organizational integrity and workfamily conflict?

- 7) To what extent organizational integrity mediating the relationship between workaholism and work-family conflict?

#### **4- Research Objectives:**

Based on the study problem, a set of objectives have been formulated that the study seeks to achieve:

- (1) Assessing and measuring the impact of workaholism on the employees' work family conflict.
- (2) Determining and measuring the impact of workaholism on the leaders' self-efficacy in the healthy sector.
- (3) Determining and measuring the impact of workaholism on the organizational integrity in the healthy sector.
- (4) Determining and measuring what extent the leaders' self-efficacy mediating the relationship between workaholism and work family conflict in hospital.
- (5) Determining and measuring to what extent the organizational integrity mediating the relationship between workaholism and work family conflict in hospitals.
- (6) Assessing and measuring the impact of leaders' self efficacy on the work family conflict.
- (7) Assessing and measuring the impact of organizational integrity on the employees' work family conflict.
- (8) Assessing to what extent the demographic factors affect the perception of the doctors about the variables.

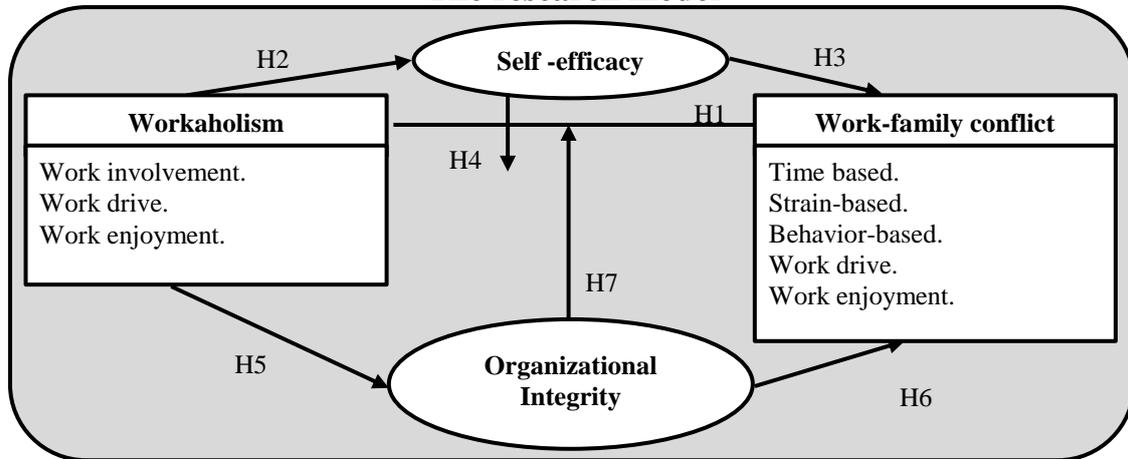
#### **5- Research Hypotheses and Model:**

##### **5.1 Research Hypotheses:**

- 1) Hypothesis one: There is a positive impact of workaholism on the employees' work family conflict in the hospitals.
- 2) 2- Hypothesis two: There is a positive impact of workaholism on leaders' self-efficacy.
- 3) 3-Hypothesis three: There is a positive relationship between the leaders' self efficacy in the hospitals and work family conflict.
- 4) 4-Hypothesis four: The leaders' self efficacy in the hospitals mediating the relationship between the workaholism and work family conflict.
- 5) 5-Hypothesis five: There is a positive impact of workaholism on organizational integrity.
- 6) 6-Hypothesis six: There is a positive relationship between the organizational integrity and work family conflict.
- 7) 7-Hypothesis seven: The organizational integrity mediating the relationship between the workaholism and work family conflict.
- 8) 8-Hypothesis eight: There is a significant difference between the opinions of the sample members about their perception to the research variables according to the following demographic variables (gender, age, marital status, years of experiences).

## 5.2 Research Model:

**Figure 3**  
**The research model**



**Source:** by the researcher.

## 6- Research Importance:

### 6.1 Scientific importance:

- 1) Examine the impact of dimensions of workaholism (work involvement – work drive – work enjoyment) on the dimensions of work-family conflict (time based – strain based – behavior based).
- 2) Tests the importance of finding organizational integrity to face the threats which may face the organization nowadays.
- 3) Examine the mediator role of the leaders' self-efficacy in the relationship between workaholism and work family conflict.
- 4) Examine the mediator role of the organizational integrity in the relationship between workaholism and work family conflict.
- 5) The results and recommendations of the dissertation may help future researchers in HRM.

### 6.2 Practical significance:

- (1) Determining the role of workaholism on the employees' work family conflict in the Egyptian hospitals.
- (2) Assessing the main reasons that lead to workaholism.
- (3) Determining the main reasons that lead to work family conflict.
- (4) Assessing the role of the leaders' self efficacy in the Egyptian hospitals as a mediator of the relationship between workaholism and work- family conflict.
- (5) Assessing the role of the organizational integrity in the Egyptian hospitals as a mediator of the relationship between workaholism and work- family conflict.
- (6) Assessing the role of workaholism on leaders' self-efficacy.
- (7) Assessing the role of leaders' self-efficacy on work family conflict.

## **7- Research Methods**

### **Research type: Descriptive and Analytical**

The researcher (focuses on two types of data to determine and test the research hypotheses.

#### **7.1 Secondary data**

Secondary data refers to the data that have been previously gathered and have used to illustrate and describe the research variables and its dimensions. Hence, the research relies on books, journals, reports and thesis that related to the research variables (workaholism, WFC, self-efficacy, organizational integrity) to collect these data, to determine the research problem, and develop the hypotheses.

#### **7.2 Primary data**

Primary data represents the data that are collected for the first time by the researcher through a survey by using a questionnaire. Collecting primary data requires designing a questionnaire and determining target population and sample, as shown in the following subsections.

##### **7.2.1 The questionnaire design**

To collect data, the researcher relies on a five-point-Likert scale to develop the questionnaire, where it includes 56 questions are divided into four parts.

The first part consists of 15 questions and it is related to workaholism dimensions (work involvement, work drive, and work enjoyment), the second part includes 17 questions related WFC dimensions (time based conflict ,strain based conflict ,and behavior based conflict) and the third part includes 13 questions that are related to self-efficacy . Furthermore, the final part in the questionnaire consists of 11 questions about organizational integrity.

##### **7.2.2 Research population.**

The target population consists of the University Hospitals in Qalyubia, where there are one university hospital in Qalyubia .So we will take it comprehensive inventory (total enumeration).

##### **7.2.3 Statistical analysis techniques**

The statistical analysis was conducted depending on the following techniques which were used to achieve the study objectives:

- Measure the reliability and validity of the measurements using:
  - Cronbach's alpha coefficient.
  - Composite reliability (CR).
  - Average variance extracted (AVE).
- Structural equation modeling through:
  - Confirmatory factor analysis (CFA).
  - Path analysis.

## **8- The Research Limitations:**

The dissertation hypotheses are developed and tested according to two types of limitations are:

### **8.1 Scientific limitations**

This research relies on determining and measuring the effect of workaholism on the work family conflict with the mediating role of the leaders' self-efficacy and organizational integrity. Hence, the research focuses on the following scientific limitations.

- (1) The research based on three constructs are; (1) workaholism as an independent variable, (2) WFC as a dependent variable and (3) self-efficacy (4)organizational integrity as mediators of the relationship between workaholism and WFC.
- (2) To determine and measure workaholism the research relies on three dimensions are (work involvement, work drive, work enjoyment).
- (3) To determine and measure WFC the research relies on three dimensions are (Time based, strain based, behavior based).
- (4) To determine the effect of the demographic factors on the three variables, the research relies on asking the sample units about gender, level of education, age and years of experience.

### **8.2 Field survey limitations**

Due to the limitations of cost, time and efforts, the researcher depends the University Hospitals in Qalyubia, where there are one university hospital in Qalyubia. So we will take it comprehensive inventory (total enumeration). The researcher relies on all doctors in this hospital (174) to test the research hypotheses.

## **9- Theoretical Framework:**

In this part, the researcher will deal with the theoretical framework of the research variables.

### **9.1 Overview about Workaholism:**

Today, many workforces work long hours. It looks that the demands of the global economy and the concomitant enlarged competition push organizations to incentive workforces who are keen to work hard for their jobs. Moreover, high-speed data connections make it possible for workforces to work at any time, in any place. These current improvements may encourage workforces to work long hours (Corine et al., 2011)<sup>(37)</sup>.

The hard-working of workforces are often reflected a valued organizational asset. Workaholism is generally used to express those people who work several hours and/or work very hard, contributing great levels of discretionary work effort (Evan J et al., 2006)<sup>(38)</sup>.

In particular situations, workforces may over- obligate their time and energy to their working lives. This over- obligation to work has been handled in the literature to express the concept of “workaholism”.

The expression “workaholic” was coined by Oates (1971) over three decades ago, which refers to people whose want to work has becomes so extreme that it may establish a hazard to their health, personal cheerfulness, interpersonal relationships and social effective (Raphoel et.al., 2006)<sup>(39)</sup>.

**9.1.1 There are three different perspective of this phenomenon:**

**9.1.1.1 The Positive Perspective:**

Some writers view workaholism positively, as involving a pleasurable engagement at work. Workaholism has a positive perspective based on the consideration of Cantaro (1979) who describe workaholism as devotion and commitment to work and the view of Machlowitz (1980) that sees workaholism as the internal desire to work hard and for long hours, an activity that a workaholic obtains actual gatification (Raphael Snir et al., 2006)<sup>(40)</sup>.

**9.1.1.2 The Negative Perspective:**

Based on the description of workaholism which developed by Oates and Robinson (1989, 1998), who defined the workaholism according to the levels of work initiation and completion of work as follow, relentless, bulimic, attention deficit, and savoring, an overindulgence in work to the exclusion of major life activities, and neglect of relations with family and friends. (Cherrington, 1980; Killinger, 1991; Oates, 1971; Porter, 1996; Robinson, 1989, 1997; Schaef & Fassel, 1988) all of this showed that workaholism is an addiction and has negative results on the workaholics and their families (Itzhak et al., 2003)<sup>(41)</sup>.

**9.1.1.3 The Third Perspective:**

In the third perspective, workaholism is seen as either a ‘positive’ or ‘negative’ behaviour, depending on the type of workaholic. According to the described of Scott, Moore, and Miceli (1997) workaholism is viewed as either a negative or a positive they differentiate between a perfectionism workaholic, an achievement- oriented workaholic, and a compulsive-addicted workaholic (Raphael Snir et al., 2003)<sup>(42)</sup>.

**9.1.2 The patterns of workaholism:**

**9.1.2.1 The model of Spence and Robbins:**

**Table 6**  
**Spence &Robins’ Types of workaholism**

<b>Worker type</b>	<b>Work involvement</b>	<b>Feeling driven</b>	<b>Work enjoyment</b>
workaholics	high	high	low
enthusiastic workaholics	high	high	high
work enthusiasts	high	low	high
disenchanted workers	low	high	low
relaxed workers	low	low	high
unengaged workers	low	low	low

**Source:** Marc Buelens and Steven A.Y. Poelmans, (2004).

**9.1.2.2 The Model of Robinson (2002):**

**Table 7**

**Robinsons' types of workaholism**

<b>Types of workaholics</b>	<b>Work initiation</b>	<b>Work completion</b>
Relentless	High	High
Bulimic	Low	High
Attention deficit	High	Low
savoring	low	low

**Source:** by the researcher.

**9.1.2.3 The Model of Schaufeli et al., (2009):**

**Table 8**

**Schaufelis' types of workaholism**

<b>Types</b>	<b>Work excessive</b>	<b>Work compulsive</b>	<b>Work obsessive</b>
Positive workers	Low	Low	High
Hard workers	High	Low	Low
Compulsive workers	Low	High	Low
Workaholics	Low	High	High

**Source:** by the researcher.

**Therefore**, the model of Spence and Robbins was used in the present study because it is the most widely used and more appropriate to this study.

**9.2 Overview about work-family conflict:**

The most important fields of life are work and family and the big challenge is how to manage the requirements of both work and family.

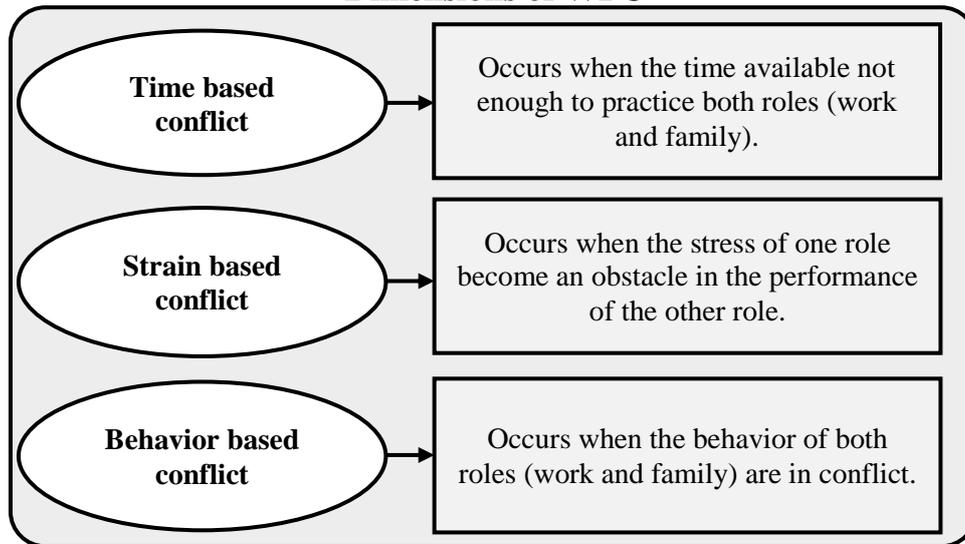
The conflict between work and family is the most important topic that researchers who seek to understand the potential for both the realms of human life search about (Rekha A Priyadharshini et al., 2014)<sup>(43)</sup>. Work-family concerns have become most important for workers, families, and workplace, the less time for life concerns and responsibilities making stress on the home-work borders (Katarina Katja et al., 2014)<sup>(44)</sup>. Work family conflict occurred when the requirements and expectations of work and family are incompatible (Rekha A Priyadharshini et al., 2014)<sup>(45)</sup>.

The results of work family conflict represented at lower job satisfaction, absenteeism, higher turnover intentions, and lower job performance (Annam Akram et al., 2013)<sup>(46)</sup>.

**9.2.1 Dimensions of Work Family Conflict:**

We can show these dimensions in the following figure:

**Figure 4**  
**Dimensions of WFC**

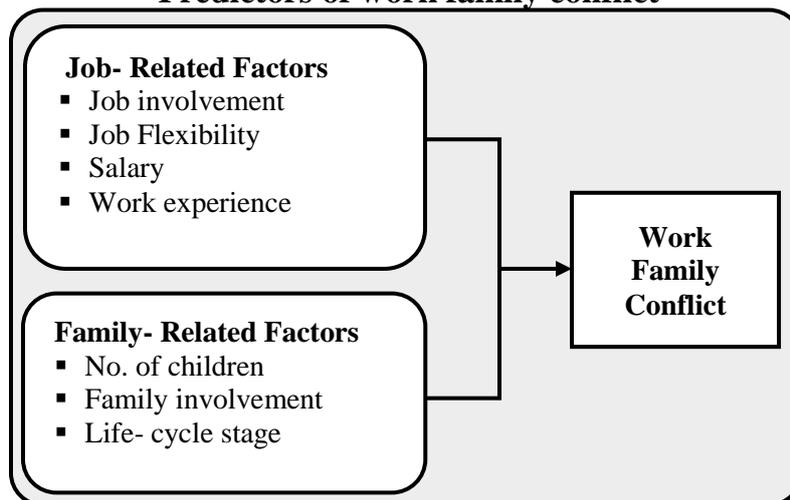


Source: by the researcher.

**9.2.2 Predictors of Work-Family Conflict:**

The predictors of work-family conflict can be clarified in the following figure:

**Figure 5**  
**Predictors of work family conflict**

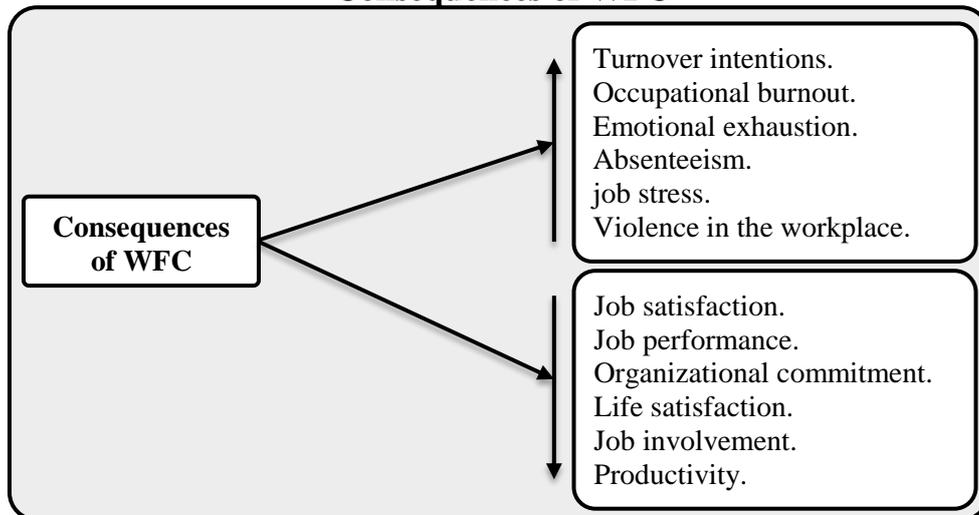


Source: By the researcher.

**9.2.3 Consequences of work-family conflict:**

We can summarize the consequences in the following figure:

**Figure 6**  
**Consequences of WFC**



Source: by the researcher.

### 9.3 The Mediators Variables:

#### The first variable is self efficacy:

At a time when organizations are ever more concerned about managing the Performance of their employees, more attention is being given to goal setting, feedback, and performance appraisal. However, for people to actually achieve their goals and adapt to the expectations of others in the organization, they also need to believe in their own self-efficacy (Svenja Tams, 2007)<sup>(47)</sup>. Self-efficacy is one of the strongest predictors of employee outcomes and. It is defined as “an individual’s conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context and is positively associated with employee outcomes through several different routes Susan Fitzgerald et al., (2010)<sup>(48)</sup>. Bandura (1986) defines self-efficacy as “people’s judgments of their capabilities to organize and execute courses of action required to attain designated types of performance”. Higher self-efficacy has been found to be associated with good outcomes in a variety of realms of life, including greater job satisfaction and better work performance (Svenja Tams, 2007)<sup>(49)</sup>. According to Bandura, people with high self-efficacy choose to perform more challenging tasks, and they set themselves higher goals and stick to them (Vishal Arghode et al., 2021)<sup>(50)</sup>.

#### Sources of self-efficacy:

There are several sources of self-efficacy. Empirical research suggests that self-efficacy is shaped in one of three possible ways (Paul Lyons and Randall Bandura, 2019)<sup>(51)</sup>.

Mastery experiences – successful performance of a task, that is, clear evidence of achievement can strengthen self-efficacy belief, while failure to achieve success can damage it; (Birgit Schyns, 2010)<sup>(52)</sup>.

Social persuasion – if others, especially respected others, call attention to the fact that we are successful in our efforts, self-efficacy may gain strength; Chiara Consiglio et al., (2016)<sup>(53)</sup> and observation of role models – if we observe persons similar to ourselves succeeding at tasks that we may engage in, such observation influences our beliefs and motivation.

#### **Dimensions of self efficacy:**

Compeau and Higgins, acknowledged that self-efficacy varies on three distinct but interrelated dimensions/aspects and they are magnitude, strength and generalizability.

- **The magnitude dimension of self efficacy:** refers to the level of task difficulty one believes is attainable.
- **The strength dimension:** actually refers to how strong one's conviction about his judgment.
- **Generalizability:** is referred to as the extent to which the self-efficacy perception is constrained to particular situation (Kuanchin Chen et al., 2011)<sup>(54)</sup>.

#### **The second one is organizational integrity**

According to Robert (1999) “the word integrity means “wholeness,” wholeness of virtue, wholeness as a person, wholeness in the sense of being an integral part of something larger than the person-the community, the corporation, society, humanity, the cosmos”. Another interesting definition of integrity is given by Becker (2009) who said that personal integrity is consistency between one's personal principles and moral respect to people. The concept of integrity has been discussed thoroughly not only in the ethics literature, but also in the organizational behavior, human resource management, psychology and leadership theory (Rosa Nelly Trevinyo-Rodri´guez, 2007)<sup>(55)</sup>.

Integrity is a perception derived from moral principles that vary from individual to individual. In the context of an organisation, integrity is defined as the appropriate behaviours of organisational members as honest, faithful and caring. Organisational integrity is not only desirable but also essential for the long-term survival of the organisation because it will have long-term positive consequences such as positive organizational culture, reduced levels of staff turnover and improved performance (Hadi AL-Abrow et al., 2018)<sup>(56)</sup>.

In the context of an organisation, integrity is defined as the appropriate behaviours of organisational members as honest, faithful and caring. Organisational integrity is not only desirable but also essential for the long-term survival of the organisation because it will have long-term positive consequences such as positive organisational culture, reduced levels of staff turnover and improved performance (Hadi AL-Abrow et al., 2018)<sup>(57)</sup>.

#### **Dimensions of integrity:**

A study by Baxter, Dempsey, Megone, & Lee (2012)<sup>(58)</sup> shows that personal integrity consists of four aspects as follow:

- 1- Wholeness of character: consistency between individual’s action and words;

- 2- Ethical value: individual's action on task commitment;
- 3- Identity: Individual's definition on ethical commitments; and
- 4- Standing for something: Individual's values.

Taking into account the variations in the dimensions of personal integrity as described above, in the study of Bambang Suryadi et al., (2016)<sup>(59)</sup> the dimensions of personal integrity as the focus of this study are as follows:

- 1- honesty,
- 2- keeping promises,
- 3- loyalty,
- 4- responsibility,
- 5- persistence,
- 6- kindness and caring,
- 7- respect,
- 8- fairness, and
- 9- citizenship.

## 10- Field Study:

### 10.1 Statistical analysis of the data:

#### Evaluation of the measurement models:

The following table illustrates the results of reliability, validity, and CFA for the workaholism measure and its three dimensions: work involvement, work drive, and work enjoyment.

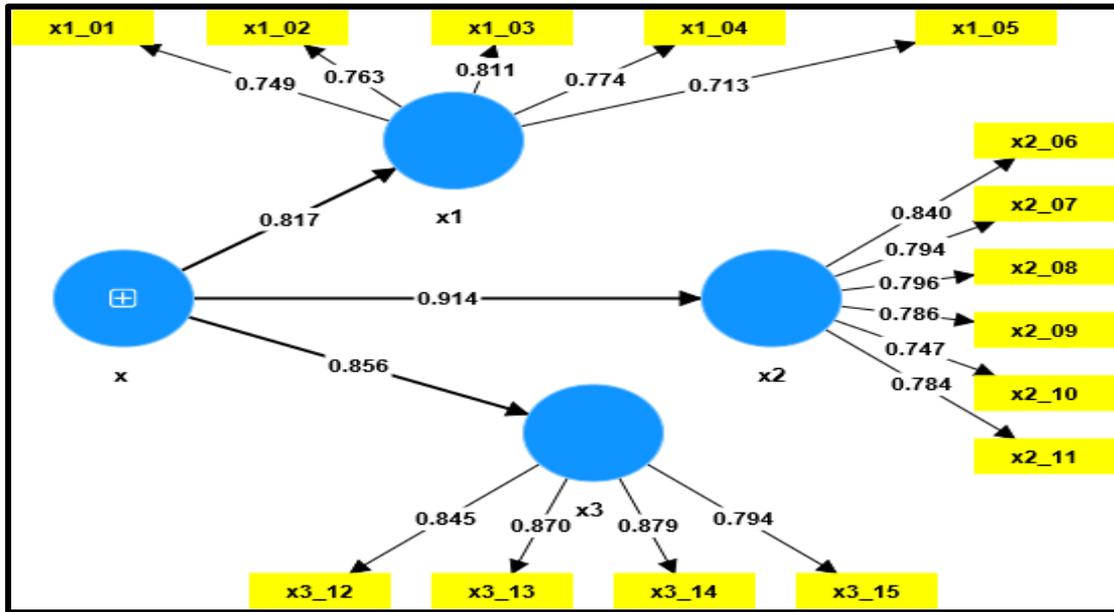
**Table 9**  
**Reliability, validity, and factor loadings for workaholism**

Dimension	Items	factor loading	Cronbach's alpha	CR	AVE
Work involvement (x1)	x1_01	0.749	0.820	0.874	0.582
	x1_02	0.763			
	x1_03	0.811			
	x1_04	0.774			
	x1_05	0.713			
Work drive (x2)	x2_06	0.840	0.881	0.910	0.627
	x2_07	0.794			
	x2_08	0.796			
	x2_09	0.786			
	x2_10	0.747			
	x2_11	0.784			
Work enjoyment (x3)	x3_12	0.845	0.869	0.911	0.718
	x3_13	0.870			
	x3_14	0.879			
	x3_15	0.794			

**Source:** Prepared based on statistical analysis results.

The previous table illustrates that all values of Cronbach's alpha, CR, AVE, and factor loadings suggest an acceptable model fit for the workaholism measure and its dimensions. The following figure illustrates the workaholism measurement model.

**Figure 7**  
**Measurement model for workaholism**



Source: Prepared based on statistical analysis results.

The following table illustrates the results of reliability, validity, and CFA for the work-family conflict measure and its three dimensions: Time based, Strain based, and Behavior based.

**Table 10**  
**Reliability, validity, and factor loadings for work-family conflict**

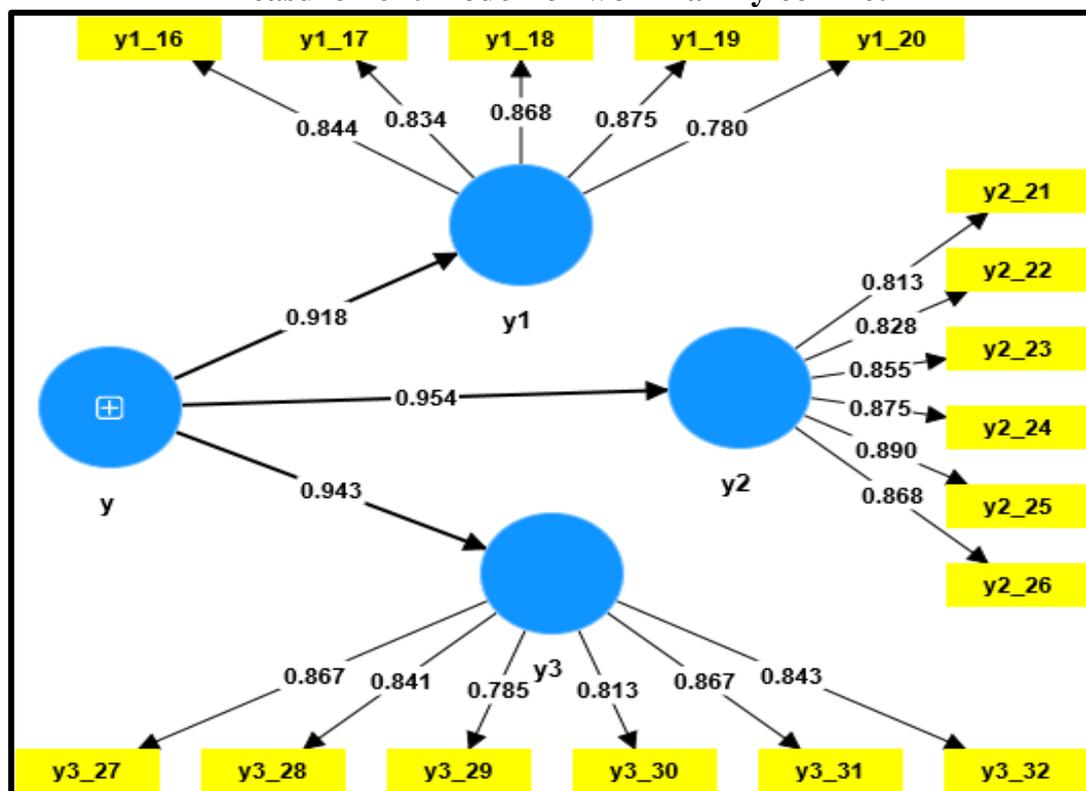
Dimension	Items	factor loading	Cronbach's alpha	CR	AVE
Time based (y1)	y1_16	0.844	0.896	0.923	0.707
	y1_17	0.834			
	y1_18	0.868			
	y1_19	0.875			
	y1_20	0.780			
Strain based (y2)	y2_21	0.813	0.926	0.942	0.731
	y2_22	0.828			
	y2_23	0.855			
	y2_24	0.875			
	y2_25	0.890			
	y2_26	0.868			

Dimension	Items	factor loading	Cronbach's alpha	CR	AVE
Behavior based (y3)	y3_27	0.867	0.914	0.933	0.700
	y3_28	0.841			
	y3_29	0.785			
	y3_30	0.813			
	y3_31	0.867			
	y3_32	0.843			

Source: Prepared based on statistical analysis results.

The previous table illustrates that all values of Cronbach's alpha, CR, AVE, and factor loadings suggest an acceptable model fit for the work-family conflict measure and its dimensions. The following figure illustrates the work-family conflict measurement model.

**Figure 8**  
Measurement model for work-family conflict



Source: Prepared based on statistical analysis results.

The following table illustrates the results of reliability, validity, and CFA for the leaders' self-efficacy measure.

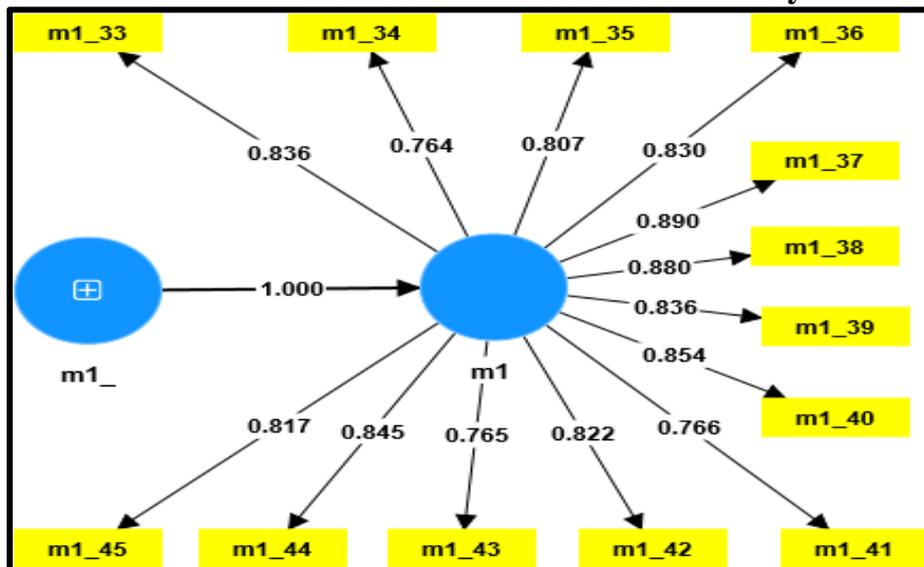
**Table 11**  
**Reliability, validity, and factor loadings for leaders' self-efficacy**

Items	factor loading	Cronbach's alpha	CR	AVE
m1_33	0.836	0.961	0.965	0.680
m1_34	0.764			
m1_35	0.807			
m1_36	0.830			
m1_37	0.890			
m1_38	0.880			
m1_39	0.836			
m1_40	0.854			
m1_41	0.766			
m1_42	0.822			
m1_43	0.765			
m1_44	0.845			
m1_45	0.817			

**Source:** Prepared based on statistical analysis results.

The previous table illustrates that all values of Cronbach's alpha, CR, AVE, and factor loadings suggest an acceptable fit for leaders' self-efficacy measure. The following figure illustrates the leaders' self-efficacy measurement model.

**Figure 9**  
**Measurement model for leaders' self-efficacy**



**Source:** Prepared based on statistical analysis results.

The following table illustrates the results of reliability, validity, and CFA for the organizational integrity measure.

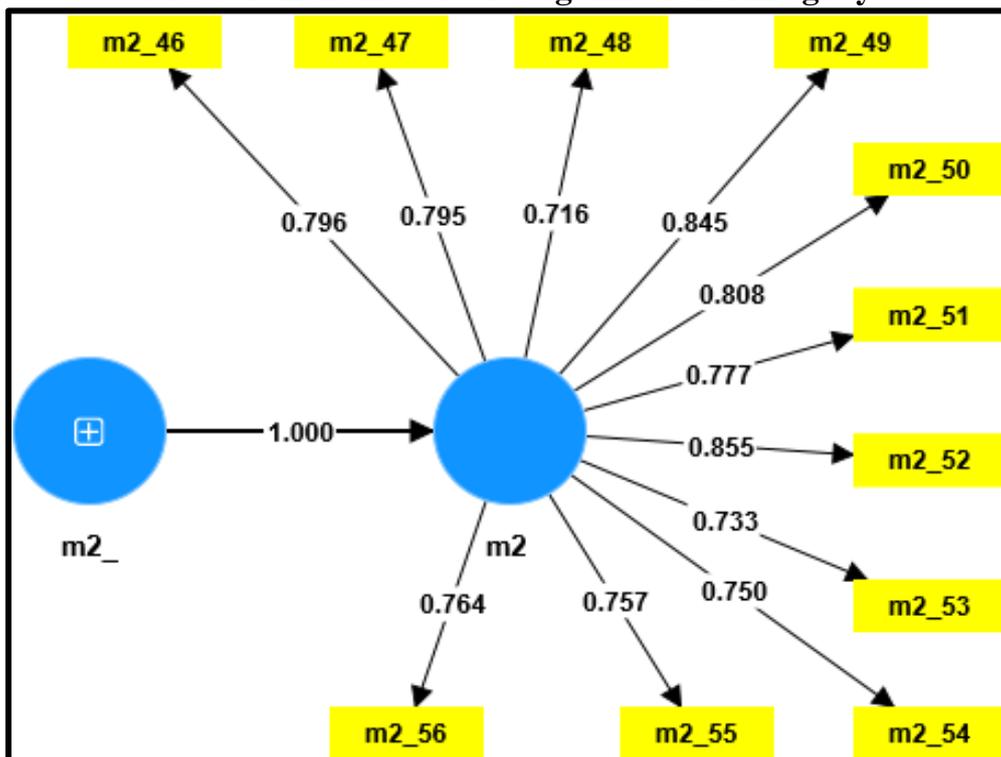
**Table 12**  
**Reliability, validity, and factor loadings for organizational integrity**

Items	Factor loadings	Cronbach's alpha	CR	AVE
m2_46	0.796	0.936	0.946	0.613
m2_47	0.795			
m2_48	0.716			
m2_49	0.845			
m2_50	0.808			
m2_51	0.777			
m2_52	0.855			
m2_53	0.733			
m2_54	0.750			
m2_55	0.757			
m2_56	0.764			

**Source:** Prepared based on statistical analysis results.

The previous table illustrates that all values of Cronbach's alpha, CR, AVE, and factor loadings suggest an acceptable model fit for organizational integrity measure. The following figure illustrates the organizational integrity measurement model.

**Figure 10**  
**Measurement model for Organizational integrity**



**Source:** Prepared based on statistical analysis results.

### 10.3 Descriptive statistics of the study variables:

The following table shows the main descriptive statistics of the study variables and their dimensions by calculating mean and standard deviation.

**Table 13**  
**Descriptive statistics of the study variables and their dimensions**

Dimension and variables	Mean	Std. Deviation	opinion
work involvement	3.580	0.867	Agree
work drive	3.986	0.785	Agree
work enjoyment	3.555	0.941	Agree
Workaholism	3.736	0.733	Agree
Time based	3.310	1.008	Neutral
Strain based	3.054	1.056	Neutral
Behavior based	3.281	0.983	Neutral
work-family conflict	3.209	0.952	Neutral
Leaders' self-efficacy	3.222	0.950	Neutral
Organizational integrity	3.195	0.950	Neutral

**Source:** Prepared based on statistical analysis results.

### 10.4 Evaluation of the structural model:

After evaluating the reliability and validity of the measurement models, the researcher designed the structural models, that clarify direct and indirect causal relationships between the study variables to be able to test the hypotheses. Table 5/13 shows CFA results of the proposed structural model.

**Table 14**  
**CFA for the proposed structural model**

Variable	Dimension	Factor loading	Cronbach's alpha	CR	AVE
Workaholism (x)	x1	0.857	0.820	0.892	0.733
	x2	0.866			
	x3	0.845			
work-family conflict (y)	y1	0.928	0.930	0.955	0.877
	y2	0.943			
	y3	0.939			

**Source:** Prepared based on statistical analysis results.

The previous table illustrates that all values of Cronbach's alpha, CR, AVE, and factor loadings indicate the reliability, convergent validity, and construct validity of the proposed model. The goodness of fit criteria that will be mentioned when testing the research hypotheses also supports the models' fit.

The following table illustrates the correlation matrix between the dimensions of the study variables:

**Table 15**  
**Correlation matrix between dimensions of the study**

<b>Variable</b>	<b>x1</b>	<b>x2</b>	<b>x3</b>	<b>y1</b>	<b>y2</b>	<b>y3</b>	<b>m1</b>	<b>m2</b>
work involvement	<b>1</b>							
work drive	<b>.585**</b>	<b>1</b>						
work enjoyment	<b>.542**</b>	<b>.679**</b>	<b>1</b>					
Time based	<b>.788**</b>	<b>.591**</b>	<b>.532**</b>	<b>1</b>				
Strain based	<b>.634**</b>	<b>.507**</b>	<b>.555**</b>	<b>.810**</b>	<b>1</b>			
Behavior based	<b>.669**</b>	<b>.576**</b>	<b>.551**</b>	<b>.792**</b>	<b>.844**</b>	<b>1</b>		
Leaders' self-efficacy	<b>.606**</b>	<b>.464**</b>	<b>.469**</b>	<b>.578**</b>	<b>.628**</b>	<b>.643**</b>	<b>1</b>	
Organizational integrity	<b>.676**</b>	<b>.477**</b>	<b>.508**</b>	<b>.719**</b>	<b>.778**</b>	<b>.725**</b>	<b>.757**</b>	<b>1</b>

\*\* . Correlation is significant at the 0.01 level.

**Source:** Prepared based on statistical analysis results.

**The previous table shows the following:**

- There is a positive correlation between the three dimensions of workaholism where it lies between (0.542, 0.679), and there is a positive correlation between the three dimensions of work-family conflict where it lies between (0.792, 0.844).
- There is a positive correlation between workaholism dimensions and work-family conflict dimensions. The higher correlation is between work involvement and time based (0.788). The lower correlation is between work drive and strain based (0.507).
- There is a positive correlation between workaholism dimensions and leaders' self-efficacy. The higher correlation is with work involvement (0.606). The lower correlation is with work drive (0.464).
- There is a positive correlation between workaholism dimensions and organizational integrity. The higher correlation is with work involvement (0.676). The lower correlation is with work drive (0.477).
- There is a positive correlation between work-family conflict dimensions and leaders' self-efficacy. The higher correlation is with behavior based (0.643). The lower correlation is with time based (0.578).
- There is a positive correlation between work-family conflict dimensions and organizational integrity. The higher correlation is with strain based (0.778). The lower correlation is with time based (0.719).
- There is a positive correlation between leaders' self-efficacy and organizational integrity, as the correlation coefficient was (0.757).

### 10.5 Hypotheses Testing Results:

The results of the testing hypotheses indicate the following results:

**Table 16**  
**Results of the testing hypotheses**

N.	Hypothesis	Decision
1	There is a positive impact of workaholism on the employees' work-family conflict in the Egyptian hospitals.	Accepted
2	There is a positive impact of workaholism on leaders' self-efficacy in the Egyptian hospitals.	Accepted
3	There is a positive impact of leaders' self-efficacy on employees' work-family conflict in the Egyptian hospitals.	Accepted
4	The leaders' self-efficacy in the Egyptian hospitals mediating the relationship between the workaholism and work-family conflict.	Accepted
5	There is a positive impact of workaholism on the organizational integrity in the Egyptian hospitals.	Accepted
6	There is a positive impact of organizational integrity on employees' work-family conflict in the Egyptian hospitals.	Accepted
7	The organizational integrity in the Egyptian hospitals mediating the relationship between the workaholism and work-family conflict.	Accepted
8	There is a significant difference between the respondents' perceptions toward the research variables according to (gender, age, marital status, and years of experience.	Rejected partially

Source: Prepared based on statistical analysis results.

### 11- Research Recommendations

Based on the research results, the researcher recommended the following recommendations:

- It would be sensible for organisations to minimize follower workaholism and improve productivity by fostering values and norms that encourage work engagement and efficiency rather than workaholism.
- Leaders should be aware of the example they set for their followers, as it is evident that workaholic behaviours are more common among managers than others.
- Organisations should ensure that their Employee Assistance Programmes (EAP) are able to help their employees to understand the warning signs that may precede workaholism, and to manage and/or mitigate the consequences it manifests.
- It is vital for organizations to assess and monitor workaholism. HR professionals and counselo should become aware of the fact that levels of positive and negative affect, but also the reasons of employees to work long hours may differ.

- Improve the relationship between doctors each other on the one hand, and between them and their assistants, on the other hand, to decrease work and family conflict.
- Reducing all forms of pressure on doctors to reduce work family conflict.
- Applying the participating management in dealing with doctors and their assistants by setting work hours and the dates of rest and leave, in order to balance between the needs of the family and the needs of work.
- Ensuring that the doctors have the enough training to be able to managing the conflict between family and work requirements.

## **12- Future Research:**

Some of the research directions for the future research are illustrated in the following points:

- 1) Although the longitudinal research is considered time consuming and more expensive. The future research is called for testing the current research model through a longitudinal study to determine the causal links more explicitly.
- 2) Even though the research model introduced in the current study was tested successfully, it does not mean that the measurement scales used are complete. Hence, other variables can test as a mediator of the relationship between workaholism and work- family conflict such organizational citizenship and job security.
- 3) Testing the same variables in other sectors such Banking sectors Educational sectors.
- 4) Testing the same variables but by using different models of workaholism and work-family conflict.

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