

The Relationship between Workaholism and Organizational Commitment (The Case Study: Professors of Management Departments)

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ABSTRACT

Organizations to achieve their missions and goals use the maximum of their power and time. Such a way that after awhile a person is immersed in business activities. One of the consequences of this situation is the formation of workaholism. The main objective of this study is to investigate the relationship between workaholism and organizational commitment. This article is a survey method and the sample is Professors of Management Departments of Tehran University. To sampling, at first, universities are selected by cluster sampling then they choose 265 Professors randomly as the final statistical sample among them. Data collection tools are including two questionnaires: Spence and Robbins' questionnaire about measure workaholism(1992) and Meyer's questionnaire about Organizational Commitment. Cronbach's alpha shows that reliability of these questionnaires is 0.078 and 0.086 respectively. In the present study the relationship between workaholism and each of the dimensions of organizational commitment were analyzed through the Spearman correlation coefficient. The results showed that there is positive and significant relationship between workaholism and organizational commitment.

KEYWORDS: workaholism ,organizational commitment, job involvement ,willingness to work ,enjoy of work

INTRODUCTION

Nowadays organizations have covered all aspects of human life; although, an organization should act as a tool to guide human to arrive to his goal, it make human as a tool to arrive to its goals. Human creates organization to get service from it, but after a while he sinks in a way in the organization; as though, he is its servant. The work condition in present organizations is in a way that causes many people to serve great parts of their lives and time to work. This condition can have both positive and negative consequences. Therefore, many researches have done about spending time on work that these researches results (Snir& Zohar,2008) about workaholism are used contradicted and incomplete. Some researches have positive view toward workaholism and understood that workaholics are very pleased and yet they are productive and beneficiaries. Some researches also have negative view and know workaholism as non-pleasurable and scrupling that makes problems for coworkers, family and others (Burke et al, 2006:201). In the present research, it is exploring the relationship between workaholism and organizational commitment; in other words, answer to this question is mentioned that how much workaholism leads to professors of management department organizational commitment?

RESEARCH LITERATURE

Workaholism

Although, workaholism term is used widely, a few empirical researches have been done to improve and increase people receptions on this phenomenon; therefore, there is no agreement on its meaning and aspects (Snir and Harpaz, 2004), especially there are not many researches in our country in this case. Workaholism is different from busybody, who are being busybody do work as they know it necessary and sometimes know it as satisfying task but workaholic find work as safe place to get far from unwanted responsibilities out of work. A busybody person know how and when they should consider time for their work to be able to be in proper time with their families and friends but for workaholics, work is their first priority among life affairs and they can't spend enough time for their family and friends for work commitments. Physiologically workaholics experience high adrenalin while facing with necessities and hard job conditions but busybodies and studios don't have the same condition. Moreover, busybodies and studios can destroyed their eagerness to work but workaholics can't leave their work. They always think to work even if they go to see golf play or their child's school play. These people minds are

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always busy of their work thoughts (Seybold and Salomone, 1994). Workaholism term was first used by Atis (1971), According to his idea workaholics are people who need work very much and extremely which may cause serious danger for their health, happiness and inter-personal relationships and social roles and responsibilities, since they have unreasonable commitment to work (Cherrington, 1980) and they spend a lot of time wishfully and heartedly to work activities (Snir and Zohar, 2000). In Heritage dictionary, workaholic is said to a person who has unease and scrupling sense to work. Workaholism that is derived from alcoholism can be boring and problematic for him. Some know this mood as illness that is included in scrupling illnesses. The problem is that these people think if they do not work they get feeling of weakness and inability. They are not necessarily lover of their work or show attempt to arrive to high rank in their work. Some people are agreed with workaholism phenomenon and urge it but some are disagreed and try to prevent it (Snir and Harpaz, 2004). However, it is necessary for organizations to recognize these people characteristics. According to Spence and Robins (1992) typology, workaholism is determined by three following elements:

1- Job involvement; 2- willingness to work; 3- enjoy of work

In workaholism job involvement degree is high, they have very much intention and tendency to work, but they don't enjoy work. Against, eagers to work are job involvement but they enjoy work and they don't have ultra-tendency to work. Scatt et al. (1997) also identified 3 patterns of workaholism including:

1. Ultra-tendency (scrupulous) 2. Perfectionism 3. Accomplishment seeking

According to their idea, workaholics are scrupulous, anxious and stressed, their work makes mental and physical problems for them, and they have low satisfaction of their lives and low job performance. Workaholics are perfectionist to work, have high physical and mental problems, get harsh interpersonal relationships and non-effectiveness, have lot of volunteer work leave and absence; and although, they have low job performance and satisfaction therefore, it can be concluded that workaholics are success achieving, life satisfaction, mental and physical health, job performance and high organizational citizen behaviors and low volunteer work leave and stress (Scott et al.1997). In addition, some researches have confirmed the indirect relationship between workaholism and staff mental health and deterioration (Schaufelia, 2009).

According to various ideas about workaholism can be considered in 3 approaches:

1. Positive approach to workaholism: it is originated from love in work (Cantarow, 1979) and intrinsic tendency to hard and abundant work (Machlowits, 1980). This approach leads to positive working behaviors like increase in organizational commitment and citizen behavior occurrence in organization.
2. Negative approach to workaholism: it is considered as extreme illogical commitment to work (Cherrington, 1980) suggested as an addiction (Killinger,1992; Oates, 1971).
3. Typology approach: The existence of different kinds of workaholics and job involved (Naughton,1987) workaholic and eager workaholic ((Spence and Robbins, 1992; scrupling workaholic, perfectionist and success achiever (Scott et al. 1997)).

Now according to mentioned issues above, it can be concluded that workaholism has both positive like organizational citizen behavior and negative consequences like organizational staff deterioration Therefore, organizations managers should manage this phenomenon toward management positive behavioral consequences occurrence.

Organizational commitment

There is extensive literature about organizational commitment concept. Organizational commitment can be considered both as a kind of behavior and attitude. Although, there are various definitions about commitment, the most general one is this belief that commitment includes a chain shaped among staff and organization (Lee,1992). Some authors named organizational commitment as an extensive structure to analyze organizational effectiveness (Benkhoff, 1997). Organizational commitment is considered as emotional and mental dependence to organization; accordingly, a person who is so much committed is dependent emotionally to organization and participates in organization, involves it and enjoy being member there (Mowday et al, 1982). Organizational commitment is job attitude which is directly related to staff participations and their decision to stay there and it is related clearly to job performance (Mathieu and Zajac, 1990), but if we want to offer comprehensive definition of organizational commitment, we should refer to Meyer and Allen definition. Meyer and Allen in 1991 distinguished among aspects of emotional, constituent and normative commitment. Conceptually, this definition can be stated in following 3 factors:

- 1- Strong belief in accepting organizational values and objectives
- 2- Tendency to have considerable attempts for organization
- 3- Eagerness to be organization member

Meyer and Allen designed a scope to measure multi-concept nature of commitment in 3 distinct parts as following:

- 1- Emotional commitment: it originates from dependence and belonging to organization and it is related to characteristic features, organizational structure and job experiences like salary, supervision manner, role's clarity and skill variety. Employees who have higher emotional commitment are more committed to their values and see themselves more belonged to organization.
- 2- Constituent commitment: It is related to concept of organization leave expenses financially and non-financially and people perceptions of ineluctability to stay in organization. This kind of staying commitment in organization is called constituent (permanent, obligatory, maintenance) commitment; it means he stay in this organization because going to another organization is expensive.
- 3- Normative commitment: it reflects sense of commitment to have permanent employment. A person stays in organization for pressure of norms and moralities in organization. That person doesn't leave organization for others (co-workers feelings, attention to employer) judgment about him (Meyer Allen, 1991).

Workaholism and Organizational Commitment Relationship

Witnesses have shown that there is interesting relationship between workaholism and organizational commitment. Workaholics are mostly committed to organization. According to Bourk and Cockasl findings (2001), workaholism is related to overworking and work volume; therefore, workaholics' commitment to organization leads to reduce organization malfunctions. Some researches stated that there are various kinds of workaholism behavioral patterns that each of them potentially have different background and are related with job performance, job consequences and life. It should be noted about relationship between workaholism and organizational commitment that there are some people living out of organization is not enjoyable for them; actually, these employees are extremely committed to organization and spend long time there. These kinds of people believe that client needs help and his affaire should be attended. The fact that can be seen abundantly among doctors; therefore, these people are extremely committed to their organization and its objectives and value inordinate. According to mentioned descriptions, research main hypothesis is formulated as following: workaholism has positive and significant relationship with organizational commitment. Generally, according to mentioned explanations, research conceptual model is as figure (1):

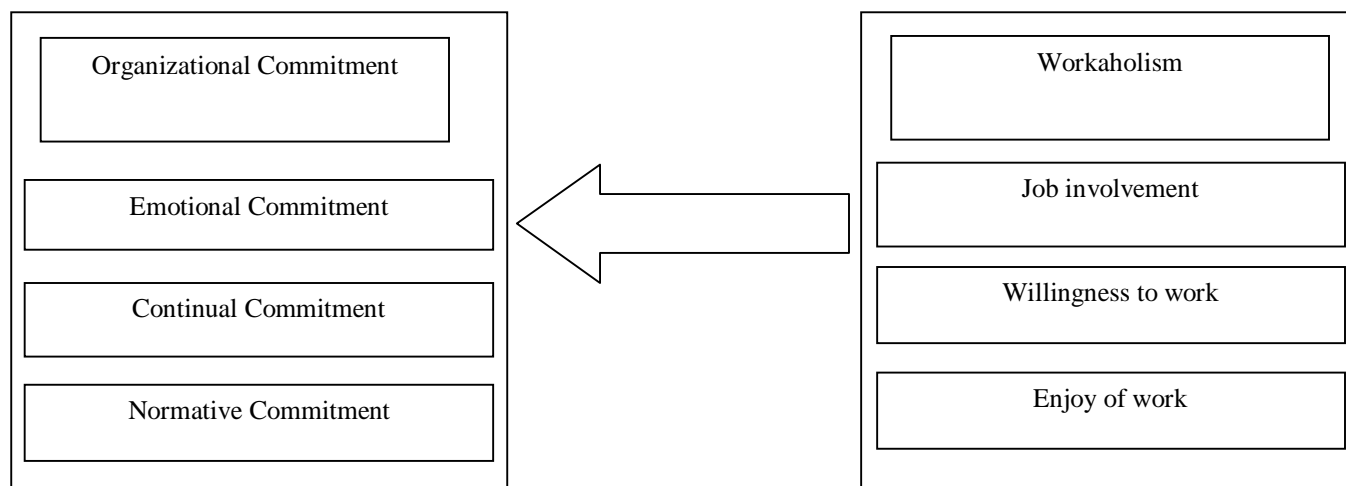


Figure 1. Research conceptual model

Research Hypotheses

Main Hypothesis: H1: there is positive and significant relationship between workaholism and organizational commitment of country management department professors.

Secondary Hypotheses:

H2: there is positive and significant relationship between enjoy of work and organizational commitment of country management department professors.

H3: there is positive and significant relationship between job involvement and corganizational commitment of country management department professors.

H4: there is positive and significant relationship between willingness to work and organizational commitment of country management department professors.

RESEARCH METHODOLOGY

Present research is applicable according to its objective and descriptive from correlation kind as surveying branch according to its data gathering. Moreover, it is causal according to the relationship among research variables. Research methodology is surveying. Workaholism is independent and organizational commitment is dependent variable of the present research. In this research, population of study is country management department professors that are first selected by clustering sampling from the best Tehran universities in management field means Tehran University, Allame Tabatabaei University, Tarbiyat Modarres and Shahid Beheshti University than 265 people from mentioned population have been selected by simple random sampling method. The main data gathering tool has been questionnaire. In this research, workaholism questionnaire of Spears and Robbins (1992) consisting of 16 questions and Meyer Allen organizational commitment questionnaire consisting of 24 questions have been used. These questionnaires have been filled by professors and they were adjusted from 1 means very disagree to 5 means very agree by five-point Likret spectrum. In order to determine questionnaire perpetuity, 20 questionnaires have been distributed in statistical society and then gathered that Cronbach alpha coefficient of workaholism by 16 questions was 0.78 and organizational commitment Cronbach alpha coefficient by 24 questions was 0.86. In addition, io order to evaluate superficial validity of questionnaire, specialists and professors of statistical society and skillful expertise ideas have been used. In this stage, necessary modifications have been executed by various interviews and getting people ideas and accordingly it is assured that questionnaire evaluates the mentioned features of researches ideas.

Research Findings

Descriptive findings

Research obtained results show that from all 265 people, 58 people were male and 42 were female, it mean the majority of responders were men. People have been between 30 to 40 was 8.4 percent; between 40 to 50 was 32.6 and older than 50 years assigned 59 percent to itself. Moreover, according to work background of responders, 57.2 percent of them have less than 5 years, 37.3 percent of them between 5 to 10 years, 57.2 percent of them more than 10 years have working background. 39.2 percent of responders are from invited and 50.8 of them are faculty member professors of mentioned universities from explored society.

Analytical findings

In order to test hypotheses first, Spearman ranking correlation test in spass software has been used to evaluate correlation among variables. In order to explore the relationship among variables and their amounts, correlation test has been used. As in the present research variables are qualitative, Spearman correlation has been used that results are stated in table (1) and table (2). As it can be seen in following table, correlation coefficient for workaholism and organizational commitment is 8.559 which mean there is significant relationship between these 2 variables. In addition, significant achieved number is less than 0.01 and near to zero and less than standard significant level; consequently, research main hypothesis based on relationship between workaholism and organizational commitment among country management department professors is accepted.

Table 1. main hypothesis analysis

Organizational Commitment	Workaholism
7.797	Spearman correlation coefficient
265	Number
0.000	Significance (Sig)
There is	Significant relationship

Generally, in order to be aware of correlation among workaholism aspects and organizational commitment, related hypotheses have been tested that regarding to obtained results, significant relationship for correlation has been discovered that test is done in following table about each of factors and their relationship with each other.

Table 2. Secondary hypotheses analysis

Willingness to work	Job involvement	Enjoy of work	Organizational Commitment
7.789	5.142	7.797	Spearman correlation coefficient
0.000	0.000	0.000	Significance
265	265	265	Number

As it is seen in above table, significance relationship between workaholism and organizational commitment among country management department professors are as following:

Correlation between enjoy of work and organizational commitment = 7.797

Correlation between job involvement and organizational commitment = 5.142

Correlation between willingness to work and organizational commitment = 7.789

Conclusion

Present research objectives are exploring workaholism effect on organizational commitment in country management department professors. According to the first hypothesis, high workaholism increases organizational commitment. As it is expected, according to research findings, this hypothesis is accepted. Sharifi et al. (2010) research findings show that there is positive and significant relationship between extravert characteristic aspects and sense of commitment have positive and significant relationship with organizational commitment. Therefore, research second hypothesis is that enjoy of work leads to organizational commitment. Based on research finding, this hypothesis is confirmed. Hosseinian et al. (2007) in their research about inter-organizational factors effective on organizational commitment promotion concluded that work nature in organization leads to increase in staff organizational commitment. According to the research third hypothesis, willingness to work leads to increase staff organizational commitment. Research findings confirm this hypothesis, too. As Sharifi et al. (2010) research findings showed people who have high sense of commitment have high organizational commitment, too; therefore, it can be expected that mentioned people have more tendency to their word. Consequently, they have more commitment to their job and mentioned organization. According to research fourth hypothesis, job involvement leads to increase organizational commitment. Research findings confirm this hypothesis, too. According to findings, people who are more involved in their jobs, spend more time in their work place; therefore, their commitment to organization is more. As it is said, as workaholics are involved in their jobs, consider many hours for work. Seyyed Javadin et al. (2010) research findings have shown that there is positive and significant relationship between job involvement and organizational commitment. According to research finding, it is suggested to organizations first measure employees' addiction to work in certain periods and continually and regarding that they formulate policies to face with this phenomenon. Management of workaholism phenomenon does not just mean omitting, reducing or increasing that, but it means controlling this phenomenon and keeping it in proper level is important. Workaholism management like contradiction management can be reduced in some condition, time and people. It is suggested to researchers to consider cultural components about workaholism and explore workaholism from cultural points of view. In addition, workaholism can be explored by characteristic components. Job kind and workaholism amount can be explored in various jobs. For example, how much administrative and principal job can lead to workaholism? Workaholism can be explored in various human resources (like elites, talents and natural human resources).

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