

# A Workaholic Type Management the Positive Influence on Organizational Performance

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**Abstract.** Under the new normal of the economy, the industrial structure is further optimized and upgraded, and the development prospect is more stable. In such a macro environment, organizations need to seek development in stability. How to improve the adaptability of the organization in the market under the action of internal mechanism is the core problem faced by the organization and also a severe test for managers. As the mainstay of enterprises, managers' personality traits have attracted extensive attention from the academic and business circles. As a stable trait, workaholism has gradually become the focus of scholars' research. This paper discusses the positive influence of workaholic managers on organizational performance from the perspective of organization.

**Keywords:** Workaholic; organizational performance; management personnel.

## 1. Introduction

Workaholism is a stable personality trait, which is a hot topic in the academic field. Foreign studies on workaholic managers are relatively mature, but in the context of China, how workaholic managers affect organizational performance and organizational development, and how these effects occur are rarely discussed.

Based on the studies of various scholars, it is found that most of the studies on workaholism focus on the individual perspective or family perspective, while there is a lack of research in the organizational perspective. This paper elaborates on workaholism from the perspective of anti-workaholism, and discusses the positive impact of workaholic managers on organizational performance. Taris et al. found that managers are more likely to show workaholic tendencies than others on the basis of sampling 9,160 Dutch employees (Taris,2012), which provides theoretical support for this paper.

## 2. Definition and Connotation of Workaholism

There are different definitions of workaholism. Workaholism was first proposed by Oates and given a negative meaning. It is believed that workaholism brings adverse effects on health, family and interpersonal relationship due to excessive work demands (Oates,1971). In the two decades since Qates came up with the definition of workaholism, most scholars have found workaholism to be a negative definition, and Robbins even found workaholism to be a compulsive disorder. As the research on workaholic traits deepens, the definition of workaholism becomes more and more comprehensive. Based on the studies of various scholars, it is not difficult to find that the definition of workaholism can be distinguished from two dimensions, namely the positive - negative dimension and the behavioral-attitude dimension. Two scholars, Qates and Robbins, define workaholism from a negative perspective. From the perspective of neutrality, Harpaz believes that workaholics are individuals who devote a lot of time to work-related activities and thoughts, and this behavior has nothing to do with the external needs of individuals (Harpaz, 2003). In the behavior-attitude dimension, Scott defined workaholism based on three behavioral factors, namely compulsive dependence, unlimited pursuit of perfection at work and achievement orientation at work. Spence. defined workaholism as individuals with high work involvement, high work drive and low work pleasure in work attitude in 1992 (Spence,1992).

Spence proposed the workaholic model in 1992, believing that workaholism is an individual with high work motivation, high work engagement and low work pleasure (Spence,1992). Based on the

research of Spence, HUANG and others through the study of the factor analysis of 1235 employees in Taiwan, the result is failed to detect the three factors in the traditional workaholic (Spence, 1992) model, but to redefine workaholic, think workaholic is on working attitude with high job involvement and job drive, and high work fun. This paper adopts the definition of workaholism by HUANG. High job involvement refers to the fact that individuals are able to keep their concentration on work during both working and non-working hours. High work drive refers to the individual's psychological needs for work, such as the expectation to feel respect and sense of achievement, so as to immerse themselves in work. High work pleasure refers to that individuals enjoy working, experience strong pleasure in work and show a positive attitude in work.

### **3. Workaholic Managers and Organizational Performance**

#### **3.1 Workaholic Management has a Direct Effect on Organizational Performance**

Based on the characteristics of workaholics, this paper argues that workaholic managers have a positive impact on organizational performance. First of all, workaholic managers have high work input. They devote a lot of time to the management work, which is conducive to the rational allocation of resources within the organization, the improvement of the organization system, and the healthy and long-term development of the organization. Shimazu. conducted an empirical study on 2520 samples through the network survey system, and found that job involvement was positively correlated with job performance. Managers with high job involvement could improve their management level, thus improving organizational performance. Secondly, high work pleasure enables managers to enjoy their work and maintain a positive and stable attitude towards work. Even when encountering difficulties, they can face them head on and actively solve them, which is conducive to the improvement of organizational performance. In addition, managers with high work drive concentrate on their work wholeheartedly and have strong perseverance, motivation, sense of responsibility and mission in the face of work, so as to strive to achieve organizational goals and improve organizational performance.

#### **3.2 Workaholic Management has a Indirect Effect on Organizational Performance**

Workaholic type management not only can directly have a positive impact on organizational performance, can also by increasing the employee's job involvement, in turn, affect the organizational performance, and the effect through the three paths, respectively is a workaholic managers high job involvement - employee job involvement - organizational performance, high workaholic management work drive-employee job involvement, organizational performance and high workaholic management work fun - employee job involvement, organizational performance.

##### **3.2.1 Workaholic Managers High Job Involvement - Employee Job Involvement - Organizational Performance**

Schaufeli believes that work engagement, as a stable, positive and emotion-cognitive state, contains three elements of vitality, dedication and concentration (Schaufeli, 2002). The theory of social learning states that individuals form matching behaviors by observing role models. Managers have the right to reward, punish and promote their subordinates, control the allocation of resources in the organization, and set a good example for their subordinates. Workaholic managers, due to their high work involvement, make subordinates more inclined to improve their work involvement to express their recognition of role models. Through trickle-down model, Xie verified that work input of direct superiors has good vertical transmission to work input of subordinates (xie, 2018). In addition, Bakker's series of studies on 2,229 Dutch royal police personnel showed that job involvement can be transmitted horizontally among individuals in an organization (Bakker, 2006), which is conducive to the formation of an aggressive working atmosphere in an organization, thus enabling members of the organization to maintain an active working state and to achieve organizational goals. Under the environment of active working status and high work involvement of both managers and employees, the organization is more likely to achieve high performance (Zhang,

2016). In a positive organizational atmosphere, the communication among the members of the organization promotes knowledge sharing within the organization more closely, thus forming a good organizational performance.

### **3.2.2 Workaholic Managers High Work Drive-Employee Job Involvement-Organizational Performance**

Job involvement is derived from the work drive of employees (Bao, 2015). Workaholic managers work with a strong sense of responsibility, initiative and positive emotions and mood. In an organization, since managers control the allocation of organizational resources and have absolute power advantages, employees will consciously or unconsciously make behaviors expected by managers (Xie, 2018). In the context of China, such driven behaviors are more obvious. Based on the social identity theory, the individual's identity to the organization is the basis of individual behavior. High work drive management work to have a high sense of identity, is willing to be absorbed in the work and work for the effort, Eberly empirical research shows that working identity and other positive emotions and behavior can be carried from a superior to subordinate, employees will think that this kind of work attitude and behavior is appropriate and accept the leadership of cognitive, resulting in a work of identity, so employees can increase the job involvement in the work and keep enthusiasm (Kataria, 2013). A good sense of organizational identity increases the organizational citizenship behavior of employees (Mark, 2012), which in turn has a good effect on organizational performance.

### **3.2.3 Workaholic High Management Work Fun-Employee Job Involvement-Organizational Performance**

Workaholic managers are enthusiastic at work, and they show joy, happiness and other positive emotions at work, which are transmitted to other members of the organization through interpersonal interaction (Li, 2018). Motivated by their superiors, employees maintain a positive attitude at work. When the working pleasure of employees is high, it can affect the attitude and behavior of employees in the organization. Employees can not only complete the work tasks, but also complete the off-role work. On the contrary, when the working pleasure of employees is low, employees show a negative working attitude and lack of work enthusiasm, which negatively affects the working efficiency. The position of managers in the organization endows them with prominent demonstration effect, thus forming a passionate and positive working atmosphere in the organization. Chang believes that work pleasure is the competitive advantage of the organization, which is conducive to improving organizational performance (Chang, 2001). Fun is a kind of potential power. Employees who are rich in working fun can improve their work input driven by fun, while organizations can improve their organizational performance and achieve organizational goals through collective fun and enthusiasm.

## **4. Summary**

Based on the definition of workaholism and the organizational perspective, this paper adopts the workaholic three-factor model to discuss the positive impact of workaholic managers on organizational performance, which enriches the theories related to workaholism and provides new ideas for the study of workaholism in the future. At the same time, it also provides guidance for enterprise managers to improve their quality. As the mainstay of the enterprise, managers need to show a positive work enthusiasm and perseverance; In addition, managers should also strengthen communication with employees, transfer their own work enthusiasm and motivation, form synergy within the organization, and jointly promote the progress of the organization.

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