The Influence of Workaholism Facets on Employee Well-Being: Insights from Solar Power Organizations

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Abstract. With the arrival of MNCs in India, the working style and the workplace have changed tremendously. In this competitive world, organizations undoubtedly want employees who are loyal and committed. To demonstrate their loyalty, employees often extend their working hours, continuously contemplate work-related matters, and exert additional effort in their tasks. The study explored the possible linkage between workaholism and employee well-being (EWB) collecting data from 138 employees of selected Photo voltaic (solar power) organizations of Delhi NCR region using purposive sampling. Results highlight that workaholism bears a significant relationship with EWB. The findings imply that HR professionals must assess the tendency of being workaholic in their employees since numerous researchers stressed upon the negative outcomes of workaholism.

Keywords: Workaholism, Employee well-being (EWB), Photo voltaic (solar power) organizations.

1 Introduction

With the arrival of MNCs in India, the working style and the workplace has changed tremendously. A changing lifestyle and the changing nature of jobs have turned employees into workaholics. These workaholic people keep on pondering about work even when they are not working. Nothing matters more than their work to them. Due to this their mental and physical health deteriorates. This in turn leads to impaired interpersonal relationships with their spouse, children and relatives [12]. The term workaholism gained attention in 1971, when Oates coined it [58]. Since then, a lot has been talked about its' positive and negative aspects and the correlation with different aspects. Looking at the repercussions of this term, research has been done to understand different dimensions of workaholism, personality traits of workaholics, effect of workaholism on worker health, relationship quality, emotional well-being of workaholics and many more.

Some of the reasons that account for the focus on workaholism in recent researches are the heap of negative consequences associated with it, like, physical and mental health

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deterioration, [14, 79,24,82,80], increased job stress (16, 40, 52,10, 39,53] and a range of problems linked with performance (61,71, 55,5,7].
In this competitive world, organizations undoubtedly want employees who are loyal and committed. In order to prove their loyalty, the employees work for longer hours, the work lingers in their minds all the time and they push themselves to work harder. It goes up to an extent that they tend to forget everything except their work. But do these long working hours and persistent thoughts of work positively affect their health and psychological well-being? Based on the given context, this research aims at investigating the linkage of workaholism and EWB amongst the employees of selected Photo voltaic organizations of Delhi NCR region.

2 Literature Review

2.1 Workaholism

Workaholism, as described by Oates, depicts a kind of addiction to work characterized by the impulse to work relentlessly. It was later redefined as a dedication to a cause or a job [56] With the span of time, it expanded and included not only the ill effects on physical, social and emotional health of the individual [61,12,80], but also the personality traits linked with tendency of being workaholic [1,43,38,35, 71]. Oates described a workaholic as someone whose excessive need to work leads to significant disruptions in their physical health, personal well-being, relationships with others, and overall social functioning [58]. Robinson, the creator of WART, characterized workaholism as an excessive focus on and obsession with work, often at the expense of the individual's health, close relationships, and involvement in raising children [63]. After two decades it was associated with another psychological term known as obsessive compulsive disorder, which unfolds that the workaholics have a trait of working very hard and be obsessed with work and working incessantly [68,70]. Most of the recent research have concluded that there are two key aspects of workaholism [11,3,76]. One is deriving satisfaction from working very hard, even at the cost to other significant life roles and events [42, 63,78] and secondly, having a strong intrinsic motivation and internal desire to work [44,48,13,57]. It has also been related with other factors such as level of joy [29, 26,68], perfectionism [31,83,21], supervisory pressure and colleagues' support, financial problems, poor marriage, organizational culture [62,20,71], and work life imbalance [6,8,9,50,12].

2.2 Why people become workaholics and aftereffects of workaholism

Workaholism may be a result of individual, social or behavioral reinforcements present in the environment. It suggests that workaholics possess certain personality traits [1,43,38,71]. Researchers have claimed that people with Type A personality or extroverts with high need for achievement are more prone to workaholism [28,22]. In stipulations of socio-cultural environment, they may have faced a sour childhood, poor marriage; throat cut competition, which has triggered workaholism [58, 65,68,62]. And finally, if such a behavior of theirs is appreciated or rewarded, if the organization culture focuses on quantity of work rather than quality of work, they tend to develop this

addiction [57]. Workaholism poses problems not only for the individual suffering from it but is troublesome for his relatives, children, spouse employees and the whole society [63, 67,9]. A workaholic is obsessed with the thoughts of work, even when he is not at work. This makes him mentally exhausted [82]. Researchers have linked Workaholism with poor physical health [15, 40,72,80], insomnia [47,46,66], poor psychological health [15,23,77,73] and greater risk for strokes or heart attacks [66, 14].

2.3 Employee well Being

Employee well-being (EWB) is one of the key aspects being focused in occupational health psychology. Occupational health psychology (OHP), entails utilizing psychological principles to enhance the quality of work life, ensure the safety and protection of employees, and foster a healthy organizational culture. Healthy work culture had been characterized by positive feelings in employees, thereby leading to higher performance outcomes and enhanced well-being.

EWB is one of the key concerns for both communities and organizations. Given that a large portion of a person's life is spent at workplace, it does affect their physical and psychological wellbeing [34,86]. Poor EWB has been characterized by various symptoms and outcomes like depression, anxiety etc. Therefore, wellbeing in the context of this paper is looked at freedom from above mentioned symptoms or outcomes.

High levels of EWB lead to increased employee morale, organizational commitment and subsequent increase in productivity of employees [45, 85,59]. It has been reported by various researchers that on average, working individuals spend around a quarter of their life and one-third of their waking life at their workplace [60]. So, it becomes important that their workplace provides a healthy climate for ensuring EWB.

2.4 Workaholism & Employee well being

The issue of centrality of work in the life of individual's lives has led to some problems that include stress, burnout and workaholism. A couple of studies highlighted that workaholism had been an emerging and serious problem for many employees in Western countries [30,37]. It had been asserted in a couple of studies that workaholism induces stress which in turn leads to fatigue, chronic illness, fear, pain and loss of spirituality in employees [10,39,53]. Moreover, it results in increased company's expenditure due to increased health compensation claims [42, 54,27].

The existing research on workaholism concentrated on the conceptual clarity of the construct and its association with many concepts such as work family conflict, job performance, burnout, obsession, gender, divorcing, quality of relationship etc. Nevertheless, just a few studies have examined the predictive link between workaholism and the well-being of employees.

Shimazu, A. et al. [74] explored the relationship between workaholism and well-being in their study conducted on employees of a Japanese firm. The results of their study highlighted a negative association of workaholism with job performance and the well-being of employees. Few studies also highlighted the destructive impact of workaholism on the physical well-being of the employees as it may lead to sleep disorders, further elevating cardiovascular risk [25, 66]. Shimazu, A et al. [72] also highlighted that workaholism leads to higher level of mental distress and work family conflict amongst Japanese dual career couples.

Tiftik, H., & Zincirkıran, M. [83] also measured job performance, burnout and workaholism in cashiers and examined correlation between these concepts. Their study also depicted a positive relationship between workaholism and burnout which further leads to negative effects on employees' life satisfaction. Shimazu, A. et al. [75] highlighted that workaholism is a predictor of poor health and low job satisfaction leading to poor performance and lower wellbeing of employees in their longitudinal study.

Similarly, [41] also investigated the relationship between the two variables amongst dual career couples and found that spousal support can reduce the ill effects of workaholism on well-being. Recently, Tahir, S., & Aziz, S. [81] also asserted the role played by workaholism in affecting work family conflict and psychological wellbeing.

Further, another couple of studies highlighted the fact that since workaholics spend extra time at their workplace, they do not receive adequate opportunities to recuperate from their excessive exertions [69]. This further leads to their physical, emotional and cognitive exhaustion over time [82,49]. Since workaholics spend more time and effort at work, it had been found to impact their ability to perform important life roles which lead to impaired family functioning and low levels of life satisfaction in workaholics [36,12,64]. Some studies also support the premise that workaholics tend to report various psychological issues due to low levels of life satisfaction, poor relationships with their partner and family [73,2,4,82,12]. Present research literature highlights that workaholism largely has a negative connotation when it comes to EWB whether psychological or physical well-being[33,74,82,2].

Thus, it can be understood that workaholism does relate to the physical and psychological well-being of individuals. So, this study endeavors to address the gap and contribute to the occupational health literature.

3 Methodology

3.1 Research objectives

The current state of literature highlights significant work published around workaholism and its association with many concepts such as work family conflict, job performance, burnout, obsession, gender, divorcing, quality of relationship etc. However, even though employees are one of the key stakeholders, studies on EWB and its relationship with workaholism and its components is lacking in Indian context. The present study thus aims to examine this association specifically aiming to determine the dimensions of workaholism affecting the EWB amongst the employees of selected photo voltaic organizations of Delhi NCR.

3.2 Participants

The sample of 138 employees from selected photo voltaic (solar power) organizations of Delhi NCR region was drawn using purposive sampling.

The photovoltaic (PV) industry was chosen as the context for this study due to its dynamic, rapidly expanding, and high-performance characteristics, which present distinct challenges and demands on employees. Even our Prime Minister at India Energy Week

2025 outlined India's ambitious energy goals, emphasizing renewable energy expansion for a sustainable future which is leading to high performance demands from the employees of photo voltaic (solar power) sector.
In the given context, organizations in this sector face pressure to innovate, scale swiftly, and achieve sustainability targets, all of which contribute to a high-intensity work environment. These attributes render the PV industry a pertinent setting for examining workaholism. Employees in this sector may encounter extended working hours, elevated expectations, and blurred lines demarcating professional and personal life, which are recognized as precursors of workaholic behavior. Thus, investigating workaholism and its impact on EWB within this industry not only addresses a gap in the occupational health literature but also offers practical insights for organizations in high-demand sectors aiming to cultivate healthier work environments while sustaining performance.

3.3 Tools for data collection and data analysis

A 25-item survey was used for measuring workaholism [79]. The instrument is popularly known as workaholism battery (WorkBAT). The scale represents three dimensions of work involvement, work enjoyment, and drive to work. Workaholism has been categorized based on low or high scores on the three dimensions known as workaholic triad. EWB was measured using a questionnaire developed based on The General Health Questionnaire 12 [32]. The Cronbach alpha value of 0.87 for overall workaholism and 0.79 for the well-being scale indicates good reliability. Analysis was done using Correlation and regression. Prior to conducting correlation and regression analysis, data was examined to verify the assumptions of normality and outlier detection. Shapiro-Wilk test confirmed that the distributions were normal for the variables, satisfying the normality assumption. Standardized z-scores (Cut off value ±3.) were used for outlier detection. The identified extreme outliers were reviewed excluded from the analysis as per the requirement. Thus, the assumptions of normality and outlier detection justify the use of correlation and regression.

4 Results

4.1 Demographic Profile

The study sample comprised N = 138 employees from the photovoltaic industry. Table 1 presents the demographic profile of the sample.

Table 1. Demographic Profile

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	89	64
	Female	49	36
Age Group	26–35	44	32

	36–45	74	54
	46 and above	20	14
Job Role	Engineering	33	24
	Project Management	38	28
	Procurement	35	25
	Administrative/Other	32	23
Work Experience	1–10 years	34	25
	11–20 years	84	61
	Over 20 years	20	14

4.2 Descriptive Statistics

The three dimensions of workaholism used for measuring the degree of and their descriptive statistics are shown in table 2. Respondents have high scores on work involvement (Mean=3.1042) and drive to work (Mean=3.3654). Work enjoyment scores are low (Mean=2.4145). It indicates that Photo voltaic organizations have a smaller number of employees who enjoy their work. It thus highlights higher degree of workaholism in employees.

Table 2. Descriptive Statistics for Workaholism Triad

	N	Minimum	Maximum	Mean	Std. Deviation
WORK INVOLVEMENT	138	1.00	5.00	3.1042	1.34693
DRIVE TO WORK	138	1.00	5.00	3.3654	1.15078
WORK ENJOYMENT	138	1.00	5.00	2.4145	1.43408
Valid N (listwise)	138				

4.3 Correlation Analysis of Workaholism and EWB

To explore the linkage between workaholism and employee well-being, a correlation matrix was calculated (table 3). Workaholism and its two of its three dimensions i.e. work involvement ($r= -.915$, $p<.01$) and drive to work ($r= -.876$, $p<.01$) show negative and significant relationships with well-being. Work enjoyment dimension of workaholism is found to be positively correlated to EWB ($r= .963$, $p<.01$). A significant and

negative correlation exists between overall workaholism and well-being (r= -.717, p<.01).

Table 3: Correlation matrix of the workaholism dimensions and EWB

		EWB
WORK INVOLVEMENT	Pearson Correlation	-.915**
	Sig.	.000
	N	138
DRIVE TO WORK	Pearson Correlation	-.876**
	Sig.	.000
	N	138
WORK ENJOYMENT	Pearson Correlation	.963**
	Sig.	.000
	N	138
TOTAL WORKAHOLISM	Pearson Correlation	-.717**
	Sig.	.000
	N	138

** Correlation is significant at the 0.01 level (2-tailed).

4.4 Regression Analysis of workaholism dimensions on EWB

The results of the regression analysis also highlight the effect of workaholism on EWB (R^2 = 0.511 and p = .000). Also, 51.1% of variance (Adjusted R square= 0.511) in EWB can be attributed to total workaholism indicating that total workaholism has a sound effect on EWB.

Table 4: Regression Analysis-EWB with Total workaholism

Variables	Beta value (β)	t	Sig.	R	R Square	Adjusted R Square
D.V.: EWB I.V.: Total Workaholism	-.717	-12.008	.000	.717	.515	.511

Notes: * p < .01

Multiple regression analysis was undertaken to ascertain the impact of three dimensions of workaholism on the EWB (table 5). Results indicate that work involvement and work enjoyment predict employee well-being (p<.05) whereas drive to work does not predict employee well-being.

Table 5: Multiple Regression Analysis - Employee well-being with three dimensions of workaholism

Variables	Beta value (β)	T	Sig.	R	R Square	Adjusted R Square
				.966	.933	.932
Work Involvement	-.216	-3.605	.000			
Drive to work	.028	.497	.620			
Work enjoyment	.789	12.498	.000			

Note: * $p < .05$

The results highlight the value of creating a healthy work culture which does not promote working late hours so that employees do not develop an obsessive drive to work and get too much involved. Also, organizations need to focus on creating work enjoyment opportunities for the employees to positively impact the employee well-being.

5 Discussion and Implications

This research was conducted to study the link between workaholism and EWB, as well as to assess how the three aspects of workaholism influence EWB. The study's findings indicate a significant negative correlation between workaholism and EWB. A key discovery of this research is identifying the dimension of workaholism that, if fostered by organizations, can enhance employee well-being. Therefore, the findings suggest that promoting work enjoyment through the HR department can improve EWB. Results specify that when employees are excessively involved in their work and possess an obsessive drive, they tend to experience lower physical and psychological well-being, leading to issues such as reduced job satisfaction, health problems, and consequently, lower commitment and higher employee turnover. The regression analysis results also show that workaholism is a significant predictor of EWB.

The study's findings have pragmatic implications for researchers, policymakers and other stakeholders within organizations. By revealing the connection between workaholism, its aspects, and employee well-being, this research has uncovered new areas of interest. The insights can guide managers in providing organizational resources and policies that foster work enjoyment, enhancing employees' psychological and physical health. The study suggests managers should avoid encouraging work beyond office hours, as this can lead to an unhealthy compulsion to work. Understanding the dimensions of workaholism that impact employee well-being allows management to identify strategic gaps and take steps to boost employee happiness, satisfaction, and well-being.

Organizations can develop policies promoting employee well-being by creating opportunities for work enjoyment. This approach can contribute to organizational success, as employee satisfaction and well-being are linked to positive outcomes such as lower absenteeism, reduced turnover, fewer health issues, and improved job performance. Employee well-being is a concern for both employees and employers. Employees are crucial for any organization aiming for future success, with companies possessing the best talent enduring during crises. Human resources provide ongoing and cumulative returns to a business. Therefore, fostering a positive work culture that does not encourage workaholism will attract a competitive and healthy talent pool.

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