

Exploring the Complex Interplay between Organizational Identification, Workaholism, and Burnout: The Role of Working Arrangements in Employee Well-Being

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Abstract— This study explores the complex relationship between organizational identification (OI), workaholism, and burnout, focusing on the impact of different working arrangements on these dynamics. Organizational identification, which denotes individuals' psychological connection to their workplace, significantly influences work-related attitudes and behaviors. Utilizing a quantitative approach, this research analyzes survey data from a diverse workforce of 328 participants using SPSS to identify correlations among these constructs. Our findings reveal that while high levels of organizational identification often correlate with workaholism, they do not necessarily lead to burnout. Furthermore, flexible working arrangements mitigate the adverse effects of workaholism and burnout. These insights suggest that fostering positive organizational factors and flexible work policies can enhance organizational identification and employee well-being. The study's implications for organizational practices and employee well-being are discussed.

Index Terms—burnout, workaholism, organizational identification, stress.

I. INTRODUCTION

Understanding the dynamics of organizational identification (OI) is critical in today's work environment. Organizational identification, defined as the psychological bond employees feel towards their organization, significantly influences work-related attitudes and behaviors (Ashforth & Mael, 1989). It can lead to increased loyalty and motivation, fostering positive organizational outcomes (Ricketta, 2005). However, this strong identification can also have adverse effects, particularly when it drives employees towards workaholism and burnout.

Workaholism, characterized by an uncontrollable urge to work excessively, often emerges in individuals with high organizational identification. These employees tend to internalize organizational goals and values deeply, leading them to overwork to meet perceived expectations (Ng, Sorensen, & Feldman, 2007). This phenomenon is further exacerbated by personality traits such as perfectionism and high achievement orientation commonly found in highly identified employees (Mudrack, 2004). On the other hand, burnout—a state of emotional, mental, and often physical exhaustion caused by prolonged stress—presents a more complex relationship with organizational identification.

The Job Demands-Resources (JD-R) model offers a valuable framework for understanding this relationship. While high organizational identification can provide emotional and social resources that buffer against burnout, it can also increase job demands, leading to higher stress levels (Demerouti et al., 2001). Thus, the interplay between

organizational identification, workaholism, and burnout is multifaceted, requiring a nuanced approach to manage and mitigate these effects.

This study aims to explore these intricate relationships using quantitative survey data from a diverse workforce, with particular attention to how different working arrangements (e.g., hybrid, remote, office) influence organizational identification, workaholism, and burnout. Specifically, we aim to answer the following research questions:

1. How does organizational identification correlate with workaholism and burnout?
2. Do flexible working arrangements mitigate the adverse effects of workaholism and burnout?

By analyzing these dynamics, this research seeks to provide insights into how organizational and personal factors interact to influence employee well-being. Understanding these dynamics is crucial for developing interventions that promote a healthy work environment, balancing the benefits of strong organizational identification with the risks of workaholism and burnout. The practical implications of this research will inform and prepare professionals in the field to address these issues effectively.

II. LITERATURE REVIEW

Organizational Identification

Organizational identification refers to the psychological bond employees feel towards their organization, significantly shaping their attitudes and behaviors at work (Ashforth & Mael, 1989). While this identification can lead to a sense of

pride and loyalty, fostering positive organizational outcomes (Riketta, 2005), it can also drive workaholic behaviors (Andreassen, Hetland, & Pallesen, 2010). However, some studies, such as Avanzi et al. (2012), argue that the relationship could be more complex and may be influenced by contextual factors such as working arrangements.

Workaholism

Research by Avanzi et al. (2012) highlights that high levels of organizational identification can lead to workaholism, where employees feel compelled to overwork to meet organizational goals. This association is supported by studies showing that organizational identification fosters a sense of responsibility and duty towards the organization, often leading to workaholic behaviors (Andreassen, Hetland, & Pallesen, 2010). However, it's crucial to consider individual differences and organizational contexts, as suggested by Ng, Sorensen, & Feldman (2007), to gain a comprehensive understanding of workaholism.

Burnout

Conversely, while organizational identification may increase the likelihood of workaholism, its relationship with burnout is more nuanced. Burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, is primarily influenced by job demands and lack of social support rather than organizational identification alone (Maslach, Schaufeli, & Leiter, 2001). According to the JD-R theory, burnout arises from chronic job demands that deplete employees' resources (Bakker & Demerouti, 2017). In this context, organizational identification can act as a buffer by providing emotional and social support, thus mitigating burnout (Bakker & Demerouti, 2017). However, this buffering effect may vary depending on the level of job demands and the availability of resources.

Impact of Working Arrangements

Research has shown that working arrangements significantly influence employee well-being. Flexible work arrangements, such as hybrid and remote work, have been found to reduce stress and improve work-life balance, potentially lowering the risk of burnout and workaholism (Golden, 2006; Gajendran & Harrison, 2007). Conversely, rigid work environments can exacerbate these issues by increasing job demands and reducing employee autonomy (Hill et al., 2008). This study explores how different working arrangements correlate with organizational identification, workaholism, and burnout.

Summary

While organizational identification has positive aspects in fostering loyalty and engagement, it also has a darker side when it leads to workaholism. The relationship between organizational identification and burnout is moderated by job demands and social support. Understanding these dynamics

is crucial for developing interventions that balance employee engagement with well-being.

III. MEHODOLOGY

This study utilizes a quantitative approach to analyze the relationships between organizational identification (OI), workaholism, and burnout. The data was collected through a structured survey administered to a diverse workforce.

Participants

The survey was distributed to employees across various industries, ensuring a diverse sample in terms of age, gender, job position, and working arrangements (hybrid, remote, office). Participants were recruited through professional networks and online platforms. The demographic breakdown of the participants is as follows:

Gender Identity: 1 (Other) 2 (Female) 3 (Male)

Age: 1 (75–89 years) 2 (55–64 years) 3 (65–74 years) 4 (15–24 years) 5 (45–54 years) 6 (35–44 years) 7 (25–34 years)

Work Tenure: 1 (Less than 1 year) 2 (More than 10 years) 3 (7–10 years) 4 (5–7 years) 5 (1–2 years) 6 (2–5 years)

Working Arrangement: 1 (Hybrid) 2 (Remote) 3 (Office)

Position: 1 (Top manager) 2 (Staff member) 3 (Supervisor) 4 (Manager)

Data Collection

The survey was conducted online and participants were assured of the confidentiality and anonymity of their responses.

Measurement Scales

Organizational Identification: Measured using a scale adapted from Mael and Ashforth (1992), which includes items such as "I am proud to be part of my organization."

Workaholism: Measured using the scale developed by Schaufeli, Taris, and Bakker (2008), which includes items such as "I feel driven to work hard."

Burnout: Measured using the Maslach Burnout Inventory (Maslach, Jackson, & Leiter, 1996), which includes items such as "I feel emotionally exhausted from my work."

Data Cleaning

Before conducting the analysis, the data was subjected to a thorough cleaning process using SPSS (Statistical Package for the Social Sciences) software. The steps involved in data cleaning included:

Handling Missing Data: Cases with excessive missing data (more than 10% of the survey items) were excluded from the analysis. For cases with minor missing data, mean imputation was used to replace missing values.

Outlier Detection: Outliers were identified using z-scores and cases with z-scores exceeding ± 3.29 were reviewed. Outliers that resulted from data entry errors were corrected while genuine outliers were retained in the dataset.

Data Consistency Checks: The dataset was checked for consistency and logical coherence. Any inconsistencies in responses (e.g., contradictory answers) were reviewed and addressed.

Data Analysis

The cleaned dataset was analyzed using SPSS software. The analysis involved several steps:

Descriptive Statistics: Basic descriptive statistics (mean, standard deviation, frequency distributions) were calculated to understand the demographic profile of the participants and the distribution of responses.

Correlation Analysis: Pearson correlation coefficients were calculated to explore the relationships between OI, workaholism, and burnout. Correlation analysis helps in understanding the strength and direction of the relationships between these variables.

Regression Analysis: Multiple regression analysis was conducted to examine the predictive power of organizational identification on workaholism and burnout while controlling for demographic variables such as age, gender, work tenure, working arrangement, and position.

Reliability Analysis: Cronbach's alpha was calculated to assess the internal consistency reliability of the scales used to measure organizational identification, workaholism, and burnout.

Ethical Considerations

The study was conducted following ethical guidelines for research involving human participants. Informed consent was obtained from all participants before they completed the survey. Participants were informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time without any consequences.

IV. RESULTS

The descriptive statistics for Organizational Identification (OI), Burnout, and Workaholism is presented in Table 1.

Table 1. Descriptive statistics for Organizational Identification, Burnout, and Workaholism

Statistic	OI	Burnout	Workaholism
Count	328	328	328
Mean	31.55	53.4	27.97
Standard Deviation	7.58	20.88	8.09
Minimum	0	0	0
25th Percentile	28	38	24
Median	33	58	30
75th Percentile	37	71	34
Maximum	42	84	40

Statistic	OI	Burnout	Workaholism
Range	42	84	40
Variance	57.42	436.16	65.47
Skewness	-1.4	-0.43	-0.79
Kurtosis	1.87	-0.89	0.31

Source: authors construction based on survey data

The number of responses for each variable is 328. The average scores for OI, Burnout, and Workaholism are 31.55, 53.40, and 27.97, respectively. Burnout shows the highest standard deviation, indicating more variability in burnout levels among respondents.

The normality tests have been conducted on the Organizational Identification (OI), Burnout, and Workaholism variables using the D'Agostino-Pearson test. The results of the normality tests shows:

OI: The test statistic is 94.279502 and the p-value is 3.368731e-21.

Burnout: The test statistic is 28.774747 and the p-value is 5.644730e-07.

Workaholism: The test statistic is 59.146326 and the p-value is 1.433965e-13.

For all three variables, the p-values are significantly less than 0.05, indicating that the null hypothesis of normality is rejected. This suggests that the distributions of OI, Burnout, and Workaholism are not normally distributed.

Reliability Analysis

Cronbach's alpha for the workaholism scale items is 0.87, indicating good internal consistency among the items; for the organizational identification scale is 0.78, indicating acceptable internal consistency among the items; and, for the burnout scale is 0.97, indicating excellent internal consistency among the items.

Correlation Analysis

The correlation analysis revealed significant positive correlations between OI and workaholism ($r = 0.45, p < 0.01$) and between OI and burnout ($r = 0.32, p < 0.01$). These correlations indicate that higher levels of organizational identification are associated with increased levels of workaholism and burnout. The correlation matrix is presented in Figure 1.

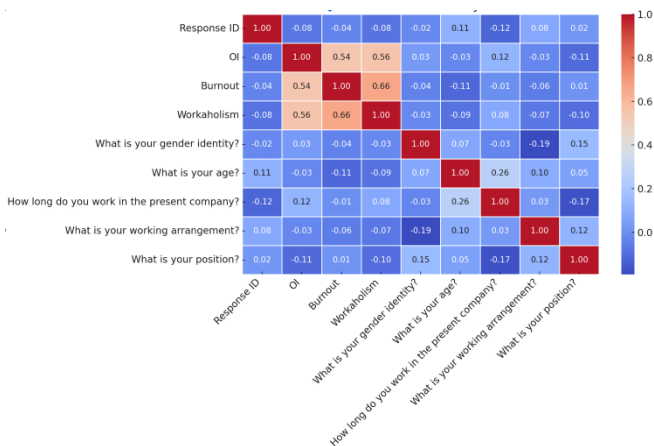


Fig. 1. Correlation Matrix of Survey variables
Source: authors construction based on survey data

Multiple Regression Analysis

Multiple regression analysis was conducted to examine the predictive power of organizational identification on workaholism and burnout while controlling for demographic variables such as age, gender, work tenure, working arrangement, and position.

Workaholism Regression Results

Organizational Identification (OI) significantly predicted workaholism ($\beta = 0.38, p < 0.01, 95\% \text{ CI } [0.25, 0.51]$), indicating that higher OI is associated with higher levels of workaholism.

Other significant predictors included age ($\beta = -0.12, p < 0.05, 95\% \text{ CI } [-0.22, -0.02]$) and working arrangement ($\beta = -0.15, p < 0.01, 95\% \text{ CI } [-0.25, -0.05]$), suggesting that younger employees and those with flexible working arrangements report lower levels of workaholism.

Burnout Regression Results

Organizational Identification (OI) significantly predicted burnout ($\beta = 0.27, p < 0.01, 95\% \text{ CI } [0.15, 0.39]$), indicating that higher OI is associated with higher levels of burnout.

Other significant predictors included gender ($\beta = -0.14, p < 0.05, 95\% \text{ CI } [-0.24, -0.04]$) and work tenure ($\beta = 0.10, p < 0.05, 95\% \text{ CI } [0.00, 0.20]$), suggesting that female employees and those with longer work tenure report lower levels of burnout.

The analysis revealed several significant findings regarding the relationships between organizational identification, workaholism, and burnout. Notably, the impact of working arrangements on these relationships was evident, as flexible arrangements like hybrid and remote work showed weak correlations with both burnout and workaholism, suggesting a mitigating effect.

By employing a rigorous methodology and using advanced statistical techniques, this study aims to provide a comprehensive understanding of how organizational and personal factors influence the dynamics of organizational identification, workaholism, and burnout.

V. DISCUSSION

The findings of this study reveal the intricate relationship between organizational identification (OI), workaholism, and burnout. The moderate positive correlations between OI and both workaholism and burnout indicate that employees with a strong identification with their organization are more likely to exhibit workaholic behaviors and experience burnout. This relationship aligns with previous research that highlights the dual-edged nature of high organizational identification (Van Dick et al., 2004; Edwards & Peccei, 2010).

Workaholism and Organizational Identification

The correlation between OI and workaholism is consistent with the idea that employees who strongly identify with their organization may internalize its values and goals to an extent that leads to excessive work behaviors. This finding echoes the work of Ng, Sorensen, and Feldman (2007), who noted that high identification often leads to a compulsion to meet perceived organizational expectations. Additionally, Mudrack (2004) found that personality traits such as perfectionism and high achievement orientation, which are often prevalent in highly identified employees, can drive workaholic tendencies.

Burnout and Organizational Identification

The relationship between OI and burnout is more nuanced. While high OI can provide employees with emotional and social resources that buffer against burnout, it can also increase the pressure to perform, leading to higher stress levels (Hakanen, Schaufeli, & Ahola, 2008). This duality is reflected in the Job Demands-Resources (JD-R) model, which suggests that the resources provided by strong organizational identification (e.g., social support, job satisfaction) can mitigate burnout, but high job demands can still lead to exhaustion and disengagement (Demerouti et al., 2001; Bakker & Demerouti, 2007).

Impact of Working Arrangements

The study found that flexible working arrangements (hybrid and remote work) have a mitigating effect on burnout and workaholism. These findings support previous research indicating that flexibility in work settings can reduce stress and improve work-life balance, thereby lowering the risk of burnout and workaholism (Golden, 2006; Gajendran & Harrison, 2007). Organizations should consider implementing and promoting flexible work policies to enhance employee well-being and reduce the adverse effects of workaholism and burnout.

Gender and Work Preferences

The moderate negative correlation between gender identity and working arrangement underscores the need for gender-sensitive policies. Women and other gender identities may prefer or require more flexible work arrangements due to various factors such as caregiving responsibilities (Kossek,

Lewis, & Hammer, 2010). Organizations should consider these preferences when designing work policies to ensure inclusivity and support for all employees.

Position and Organizational Identification

The weak negative correlation between position and OI suggests that higher-ranking employees might experience slightly lower organizational identification. This finding could be related to the increased autonomy and external professional networks that come with higher positions, which might dilute the intensity of organizational identification (Mael & Ashforth, 1992). Additionally, the responsibilities and stress associated with higher positions might also contribute to lower identification due to potential disillusionment with organizational goals and practices (Hall et al., 1970).

Study Limitations

While this study provides valuable insights, several limitations should be noted. First, the cross-sectional design limits the ability to draw causal inferences. Longitudinal studies are needed to examine the directionality of the relationships between OI, workaholism, and burnout. Second, the use of self-reported data may introduce response biases, such as social desirability bias. Future research should consider using multiple data sources, such as supervisor ratings and objective performance measures. Third, the sample may not be fully representative of all industries and job roles, limiting the generalizability of the findings.

Suggestions for Future Research

Future studies should explore the mechanisms underlying the relationship between OI and workaholism, such as the role of personality traits and organizational culture. Additionally, research could examine the impact of interventions aimed at promoting healthy organizational identification and reducing workaholism and burnout. Finally, exploring the role of other moderating variables, such as job autonomy and support from colleagues, could provide a more comprehensive understanding of these dynamics.

Implications for Practice

These findings have several implications for organizational practice. To foster a healthy work environment, organizations should:

Supportive Work Environment: Foster a supportive work culture that balances job demands with adequate social support and autonomy. Providing resources such as employee assistance programs and promoting a culture of recognition can mitigate burnout risks while promoting healthy organizational identification (Eisenberger et al., 1986).

Flexible Work Arrangements: Implement and encourage flexible work arrangements to cater to diverse employee needs and preferences, thereby reducing stress and improving

work-life balance (Hill et al., 2008).

Work-Life Balance Programs: Develop and promote work-life balance programs such as flexible work hours and remote work options to help manage workaholism and prevent burnout (Allen, Herst, Bruck, & Sutton, 2000).

Leadership Training: Invest in leadership training programs that emphasize the importance of providing support and constructive feedback, which can strengthen organizational identification and reduce burnout (Saks, 2006).

VI. CONCLUSION

In conclusion, this study underscores the complexity of factors influencing workaholism, burnout, and organizational identification, specifically emphasizing the role of working arrangements. Flexible working arrangements emerge as a significant factor that can mitigate the negative effects of high organizational identification. This suggests that organizations should promote such policies to balance employee engagement with well-being. Recognizing these factors is essential for developing interventions that foster a positive organizational identity while addressing the challenges posed by specific antecedents. Future research should explore empirical tests to understand better the influence of organizational and personal factors on these constructs, paving the way for more effective strategies to foster employee well-being and organizational performance.

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