

The Impact of Workaholism on Work-Family Conflict with the Roles of Leaders' Self-Efficacy and Organizational Integrity as Mediators

**Applied study on Qalyobian Hospitals
Thraa Mohamed El-Desawy, Osama Mohamed Abd El-monem,
Hamada Fawzy Abuzid**

**Department of Business Administration 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)⁽¹⁾.

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

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.

Workaholism is not just about working long hours, but working harder than expected. This excessive work is on the expense of another activities (Raphael Snir et.al., 2006)⁽³⁾.

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

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)⁽⁶⁾.

Work-life conflict defines the conflicts between work and life fields (e.g. family, relaxation, faith, learning, etc.). Work family conflict contain three dimensions of conflict: time based, behaviour based and strain based (Adem Sav et.al., 2013)⁽⁷⁾. Conflict between work and other 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)⁽⁸⁾.

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.

2.1 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 | Ronald J. Burke & Stig berge Matthiesen (2009) ⁽⁹⁾ | Aims at studying the relationship between workaholism (work involvement, work drive,work enjoyment) and the outcomes of psychological wellbeing. | 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- There are appositve relationship between work enjoyment and work outcomes. 3- There are appositve relationship between work enjoyment and psychological wellbeing 4- There are a negative relationship between work drive and psychological wellbeing. |
| 2 | Corine van Wijhe et.al., (2011) ⁽¹⁰⁾ | strives to disentangle the various underlying motives that lead both engaged employees and workaholics to work too hard. | 1- There is a positive relationship between workaholism(work excessively,working compulsively) and negative mood. 2- There is a positive relationship between work engagement and positive mood. |
| 3 | Ilona van Beek | aims to investigate the motivational correlates of workaholism | 1- Having a preventative focus was largely and favorably correlated with workaholism. |

| No | Author (s) | Objectives | Results |
|----|--|--|---|
| | et.al., (2012) ⁽¹¹⁾ | (Working excessively working compulsively and work engagement. The research also looks at the relationships between workaholism, engagement, and three other work outcomes, including job satisfaction, intention to leave, and performance. | 2-whereas having a promotion focus was largely and favorably related to work engagement. 3-Additionally, workaholism was positively correlated with intention to leave the job and adversely correlated with job satisfaction and performance. 4- In contrast, work engagement had a negative correlation with turnover intention and a good correlation with job satisfaction and performance. |
| 4 | Shahnaz Aziz et.al., (2016) ⁽¹²⁾ | Investigate whether any aspects of workaholism are related to a family history of metabolic disorders. | There is a positive relationship between workaholism and history of metabolic disorders. |
| 5 | Fatemeh Taheri et.al., (2020) ⁽¹³⁾ | study the associations between workaholism, work-family enrichment (work-life enrichment), and rudeness at work. | 1- There is a positive relationship between workaholism and work-family enrichment 2- There is a negative relationship between life work enrichment and uncivil behaviors. |
| 6 | Shahnaz Aziz et.al., (2020) ⁽¹⁴⁾ | Investigate the associations between organizational citizenship behaviors (OCBs) and workaholism. | There is a negative relationship between workaholism and organizational citizenship behaviors. |

Source: by the researcher.

2.2 Literature review of work-family conflict:

Table 2: Literature review of work-family conflict

| No. | Author (s) | Objectives | Results |
|-----|--|--|---|
| 1 | Mian Zhang et.al., (2011) ⁽¹⁵⁾ | Analyze the connection between two types of work-family conflict (which include hours spent at work, role conflict, and role | 1- There is a positive relationship between work family conflict and emotional exhaustion. 2- There is a negative relationship between |

| No. | Author (s) | Objectives | Results |
|-----|---|--|---|
| | | ambiguity, and supervisor support). as well as family-work friction and personal repercussions for Chinese managers. | family work conflict and the satisfaction of life. 3- There is a positive relationship between family work conflict and turnover intentions. |
| 2 | Edna Rabenu and Aharon Tziner, (2015)⁽¹⁶⁾ | put out a broad theoretical framework that takes into account the connections between organizational justice, organizational citizenship behavior (OCB), work-family conflict, and job stress. | 1- There is a positive relationship between organizational justice and organizational citizenship. 2- There is a positive relationship between stress and work family conflict. 3- There are negative relationship between organizational citizenship and work family conflict. |
| 3 | Laura Maria Ferri et.al., (2018)⁽¹⁷⁾ | examine whether and how actual use of the services offered by the government, organizations, and families might help employees lessen the perception of work-family conflict. | Work family conflict should be examined considering its bidirectionality, as supports (work place instrumental-work place emotional-family – state support) have different impacts on WIF and FIW |

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) ⁽¹⁸⁾ | Analyze potential influences on creative self-efficacy | 1- There is a positive relationship between job related factors and self efficacy. 2- There is also a positive relationship between innovative activities and creative self efficacy. |
| 2 | Hamada Fawzy Abouzid, (2016) ⁽¹⁹⁾ | Examine the relationship between self - efficacy and emotional intelligence to developing leadership capabilities. | 1- There are appositve relationship between self efficacy belief and developing leadership skills with regard to work dimensions (ie. Work responsibilities- self correction cycle- preparation period). 2- There is a negative relationship between learning orientation and self efficay. 3- There are appositve relations ship between leaders self – efficacy & EI elements (social skills- motivation- self-awareness- self- management.) |
| 3 | Kujtim Hameli et.al., (2022) ⁽²⁰⁾ | 1- investigates the association between organizational commitment, self-efficacy, and emotional intelligence. 2-examine the relationship between emotional intelligence and organizational commitment with the mediating role of self efficacy. | 1- There is a positive relationship between self efficacy and emotional intelligence 2- There is a positive relationship between self efficacy and organizational commitment. 3- Furthermore, the self efficacy mediating the relationship between emotional intelligence and organizational commitment. |

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)⁽²¹⁾ | Recognize how views of integrity in the context of leadership behaviors affect perceptions of leadership effectiveness. | 1- There is a relationship between honesty and integrity. 2- Integrity has a greater influence on perceived effectiveness than leadership characteristics for managers and their peers, but not for their direct reports and supervisors. |
| 2 | Hakan Erkutlu et.al., (2015)⁽²²⁾ | 1- Investigate the association between a leader's moral character and the level of organizational identification among the workforce. 2- testing the moderating effects of organizational politics and power distance on that connection. | 1- Leaders behavioral integrity was positively related to employees organizational identification, 2- when power distance and organizational politics were higher than when they were lower, the correlation between behavioral integrity and organizational identification was smaller. |
| 3 | Burhan Ozfidan et.al., (2019)⁽²³⁾ | Examine the connections between organizational justice, integrity, and citizenship conduct. | There is a relationship between integrity and organizational citizenship with the mediating role of organizational justice. |

2.6 Summary of literature review:

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

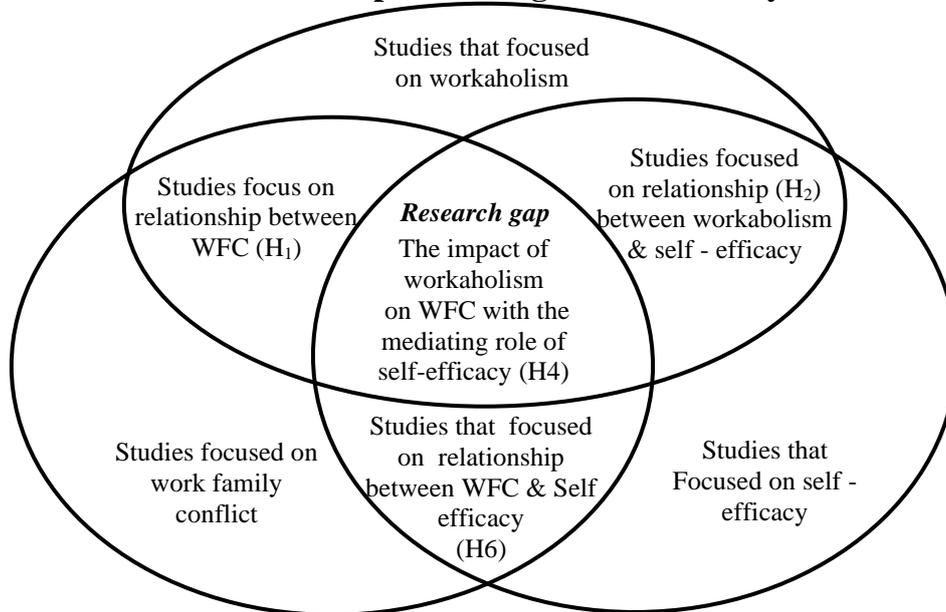
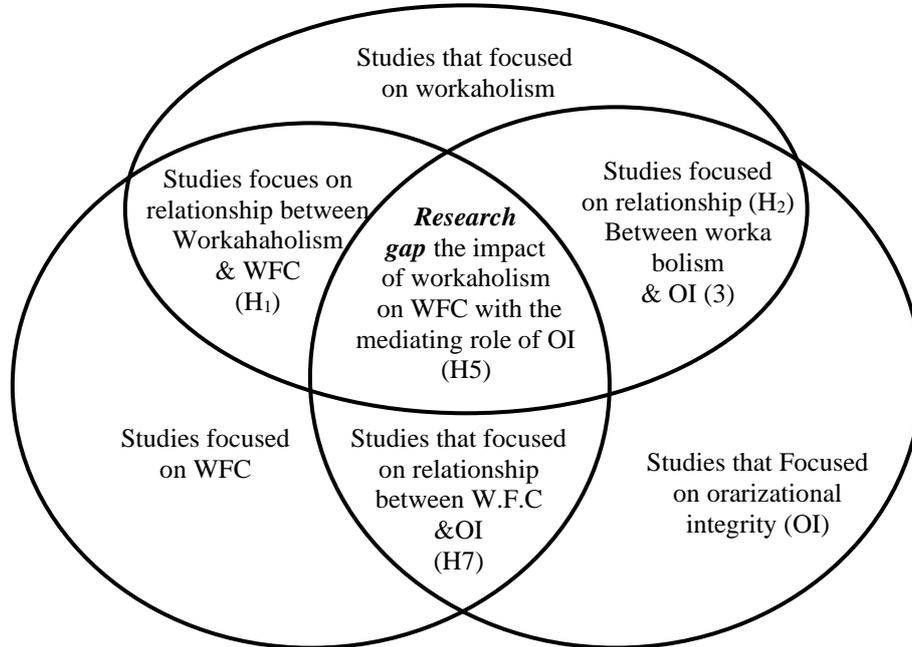


Figure 2
The Present Research Gap according to Organizational Integrity as Mediator



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)⁽²⁴⁾.

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:

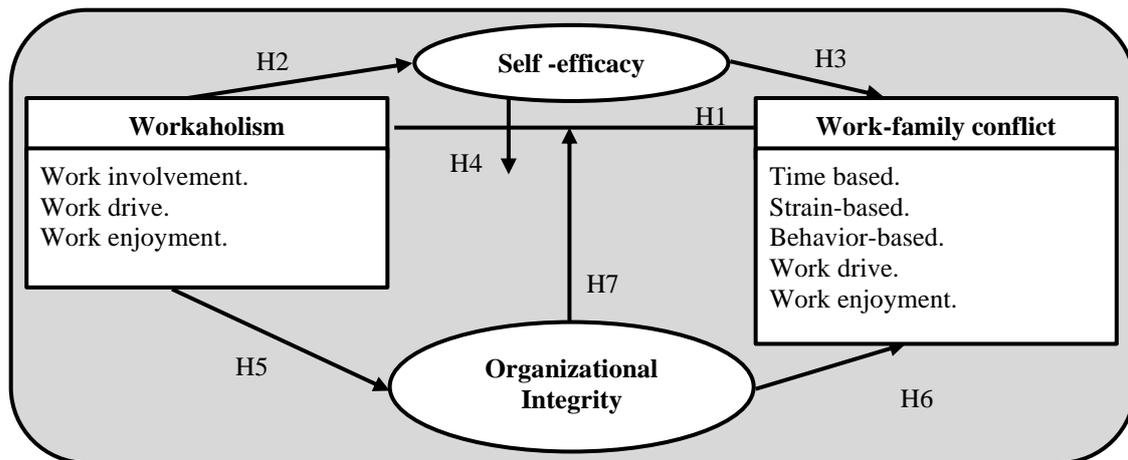
- (1) Assessing and measuring the impact of workaholism on the employees' work family conflict.
- (2) Determining and measuring the impact of workaholism on the leaders' self-efficacy in the healthy sector.
- (3) Determining and measuring the impact of workaholism on the organizational integrity in the healthy sector.
- (4) Determining and measuring what extent the leaders' self-efficacy mediating the relationship between workaholism & work family conflict in hospital.
- (5) Determining and measuring to what extent the organizational integrity mediating the relationship between workaholism & 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 workaholism (work involvement – work drive – work enjoyment) on the 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:

Many workers today put in lengthy hours. It appears that firms are being forced to offer incentives to workers who are eager to put in extra effort for their jobs due to the demands of the global economy and the resulting increased competitiveness. High-speed data connections also enable workforces to be productive wherever and at any time. The present advancements can motivate employees to put in extended hours. (Corine et al., 2011)⁽²⁴⁾.

Work ethic is frequently seen as a valuable organizational quality. Workaholism is typically used to describe individuals that put in a lot of extra effort, put in long hours, and/or work very hard. (Evan J et al., 2006)⁽²⁵⁾.

Workers may overcommit their time and effort to their jobs under certain circumstances. The concept of "workaholism" has been expressed in literature by dealing with this excessive work obligation.”.

Oates (1971), who first used the term, more than three decades ago, defined a "workaholic" as someone whose obsession with work has become so

intense that it poses a risk to their health, happiness, interpersonal connections, and societal effectiveness. (Raphoel et.al., 2006)⁽²⁶⁾.

9.1.2 The patterns of workaholism:

9.1.2.1 The model of Spence and Robbins:

Table 6

Spence & Robbins' Types of workaholism

| Worker type | Work involvement | Feeling driven | Work enjoyment |
|--------------------------|------------------|----------------|----------------|
| 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

Robinson's types of workaholism

| Types of workaholics | Work initiation | Work completion |
|----------------------|-----------------|-----------------|
| 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

| Types | Work excessive | Work compulsive | Work obsessive |
|--------------------|----------------|-----------------|----------------|
| 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.

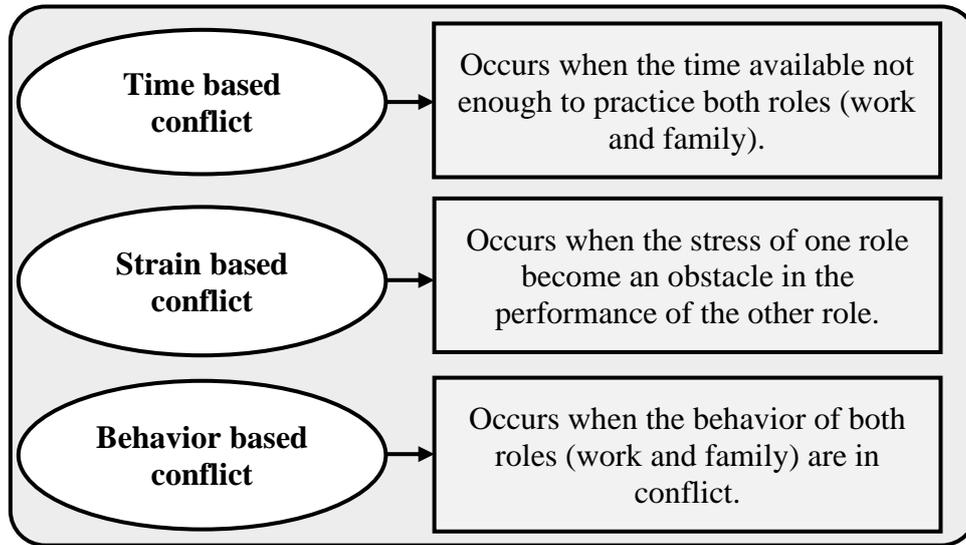
The conflict between work and family is the most important topic that scholars who are working to comprehend the possibilities of both human life domains search about (Rekha A Priyadharshini et al., 2014)⁽²⁷⁾. Work-family concerns have become most important for workers, families, and workplace, the less time for life concerns and responsibilities making stress on the home-work borders (Katarina Katja et al., 2014)⁽²⁸⁾. Work family conflict occurred when the requirements and expectations of work and family are incompatible (Rekha A Priyadharshini et al., 2014)⁽²⁹⁾.

The results of work family conflict represented at lower job satisfaction, absenteeism, higher turnover intentions, and lower job performance (Annam Akram et al., 2013)⁽³⁰⁾.

9.2.1 Dimensions of Work Family Conflict:

We can show these dimensions in the following figure:

Figure 4
Dimensions of WFC

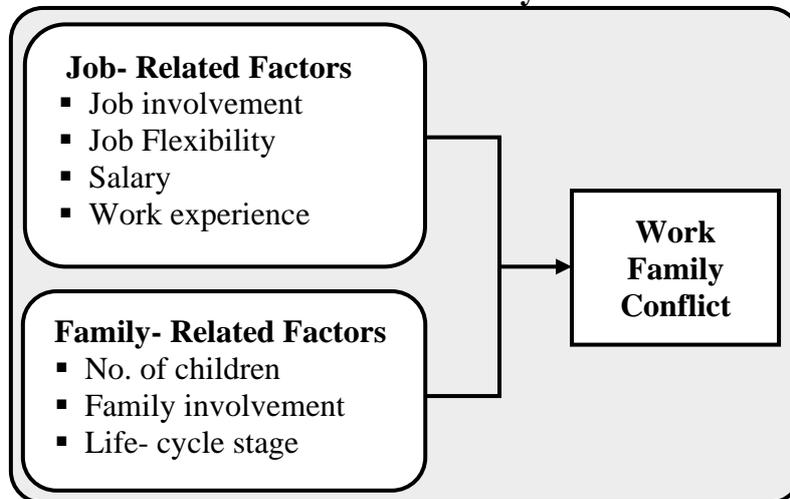


Source: by the researcher.

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

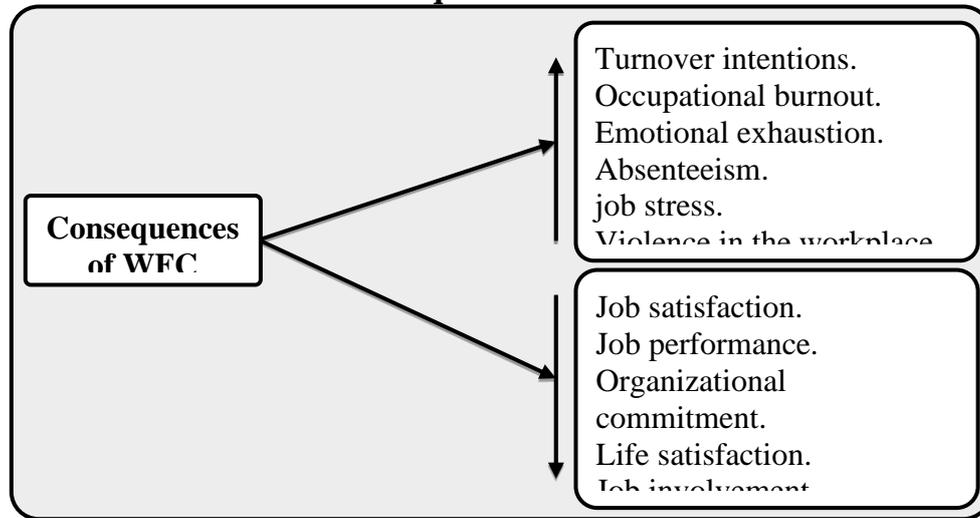


Source: By the researcher.

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:

Goal setting, feedback, and performance evaluation are receiving more attention as firms become more concerned with managing the performance of their staff. However, individuals must also have self-confidence in order to accomplish their objectives and adjust to others' expectations inside the organization. (Svenja Tams, 2007)⁽³¹⁾. Self-efficacy is one of the strongest predictors of employee outcomes and. It is characterized as "a person's conviction (or confidence) about his or her abilities to mobilize the drive, cognitive resources, and courses of action needed to successfully carry out a specific task within a given context and is positively associated with employee outcomes through a variety of mechanisms." Susan Fitzgerald et al., (2010)⁽³²⁾. Bandura (1986) Self-efficacy is defined as "people's assessments of their capacities to plan and carry out the courses of action necessary to achieve specified types of performance." Greater job happiness and improved work performance have both been linked to higher levels of self-efficacy in a variety of life domains. (Svenja Tams, 2007)⁽³³⁾.

Dimensions of self-efficacy:

Self-efficacy differs on three separate but connected dimensions or features, namely magnitude, strength, and generalizability, according to Compeau and Higgins..

- **The magnitude dimension:** relates to the degree of task difficulty one thinks they are capable of doing.
- **The strength dimension:** actually describes how strongly one feels about their assessment.

- **Generalizability dimension:** is defined as the degree to which a specific scenario limits one's perspective of their own efficacy. (Kuanchin Chen et al., 2011)⁽³⁴⁾.

The second one is organizational integrity

"The word integrity means "completeness," wholeness of virtue, wholeness as a person, and wholeness in the sense of being an integral part of something larger than the person—the community, the corporation, society, humanity, or the cosmos," according to Robert (1999). According to Becker (2009), a person's personal integrity is their ability to consistently uphold their moral values and treat others with respect. Not just in the literature on ethics, but also in organizational behavior, human resource management, psychology, and leadership theory, the idea of integrity has been intensively addressed. (Rosa Nelly Trevinyo-Rodri'guez, 2007)⁽³⁵⁾.

Integrity is a notion developed from moral standards that differ from person to person. Integrity is described in the context of an organization as the acceptable behaviors of organizational members who are honest, faithful, and compassionate. Organizational integrity will result in long-term benefits including a better organizational culture, lower levels of employee turnover, and improved performance, making it not only desirable but also necessary for the business to survive in the long run. (Hadi AL-Abrow et al., 2018)⁽³⁶⁾.

Dimensions of integrity:

in the study of Bambang Suryadi et al., (2016)⁽³⁷⁾ The following are the aspects of personal integrity that this study is concentrating on:

- 1- truthfulness,
- 2- maintaining commitments,
- 3- faithfulness,
- 4- accountability,
- 5- Compassion and generosity,
- 6- respect

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

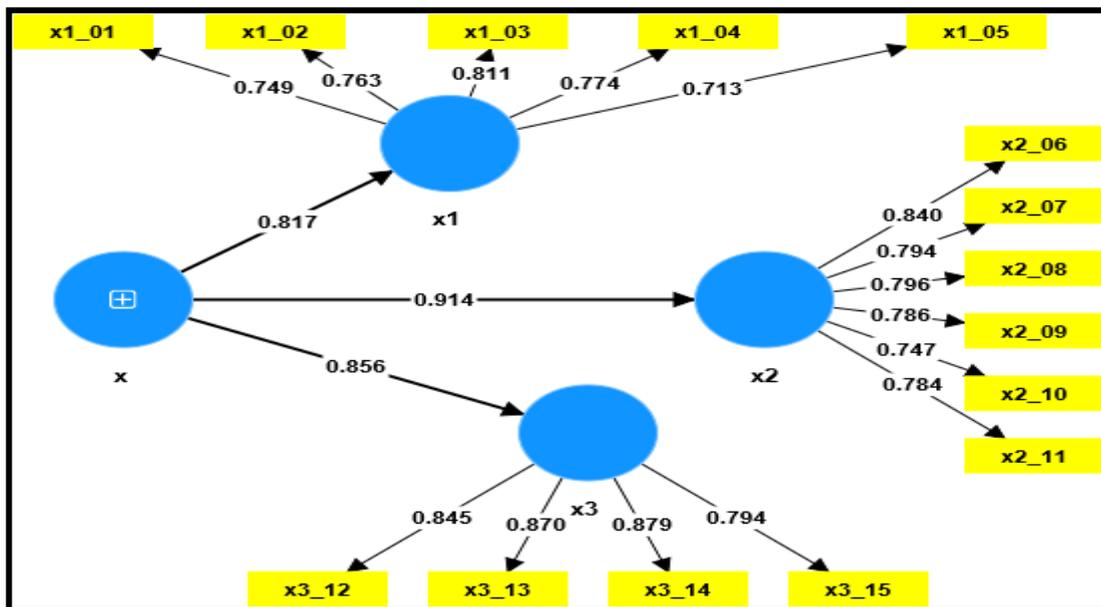
| Dimension | Items | factor loading | Cronbach's alpha | CR | AVE |
|-----------------------|-------|----------------|------------------|-------|-------|
| Work involvement (x1) | x1_01 | 0.749 | 0.820 | 0.874 | 0.582 |
| | x1_02 | 0.763 | | | |
| | x1_03 | 0.811 | | | |
| | x1_04 | 0.774 | | | |

| Dimension | Items | factor loading | Cronbach's alpha | CR | AVE |
|---------------------|-------|----------------|------------------|-------|-------|
| Work drive (x2) | x1_05 | 0.713 | 0.881 | 0.910 | 0.627 |
| | x2_06 | 0.840 | | | |
| | x2_07 | 0.794 | | | |
| | x2_08 | 0.796 | | | |
| | x2_09 | 0.786 | | | |
| | x2_10 | 0.747 | | | |
| Work enjoyment (x3) | x2_11 | 0.784 | 0.869 | 0.911 | 0.718 |
| | x3_12 | 0.845 | | | |
| | 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.

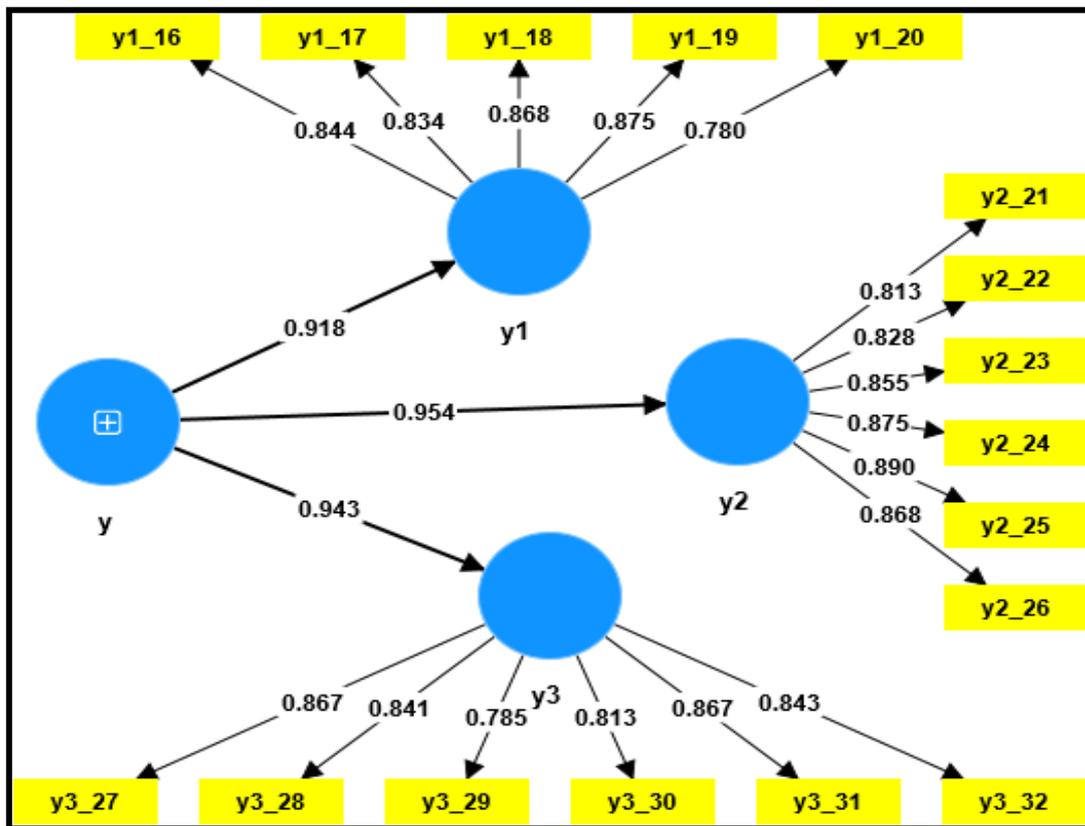
Table 10
Reliability, validity, and factor loadings for work-family conflict

| 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 | | | |
| 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.

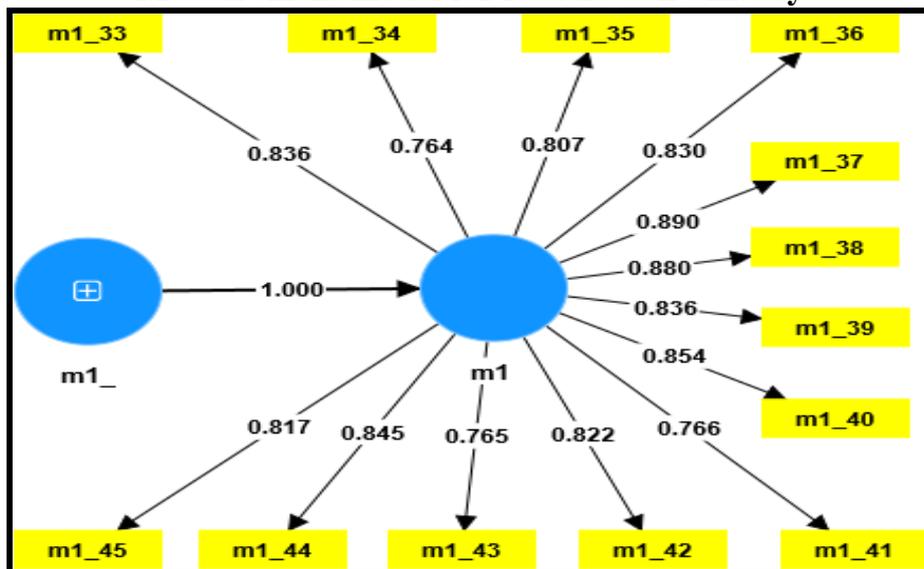
Table 11
Reliability, validity, and factor loadings for leaders' self-efficacy

| 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.

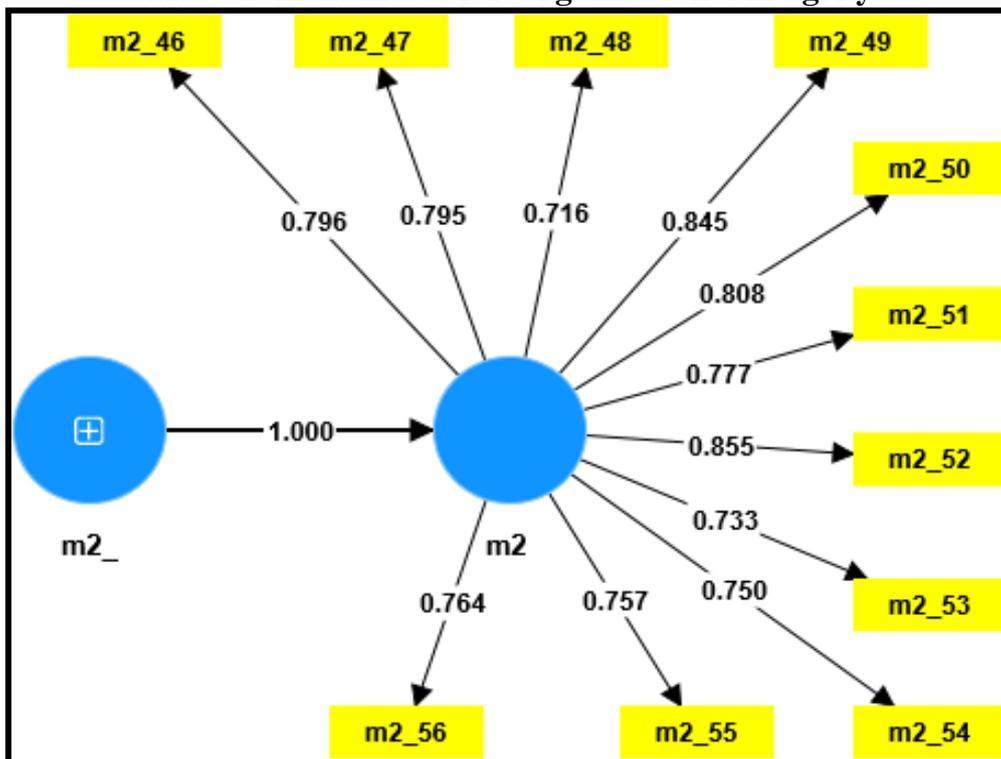
Table 12
Reliability, validity, and factor loadings for organizational integrity

| 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

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

** 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:

- Organizations should promote values and norms that promote job engagement and efficiency rather than workaholism to reduce follower workaholism and increase productivity. 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.
- Organizations should make sure that their Employee Assistance Programs (EAP) can assist employees in managing and/or minimizing the repercussions of workaholism as well as the warning indications that may precede it.
- Organizations must evaluate and keep an eye on workaholism. HR experts and counselors should be aware that not only can degrees of positive and negative affect vary, but so can the justifications for why employees choose to put in lengthy hours.

- 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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