

The Impact of Workaholism on Employees' Work-Life Imbalance

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ABSTRACT

This study examines the impact of workaholism on employees' work-life imbalance and its relationship with their job satisfaction and stress, especially during COVID-19. The study uses a quantitative approach with structural equation modeling (SEM) to analyze data. The population of this study consisted of Jakarta employees engaged in the financial sector with a total sample of 203 people. The data was collected throughout April-August 2022. The results showed that workaholism does not affect work-life imbalance ($\beta = 0.00$, $p = 0.00$), work stress ($\beta = -0.33$, $p = -0.03$), or job satisfaction ($\beta = -0.19$, $p = -0.20$). The work-life imbalance affects work stress ($\beta = 0.77$, $p = 0.77$), does not affect job satisfaction ($\beta = 0.20$, $p = 0.00$), whereas work stress affects job satisfaction ($\beta = 0.20$, $p = 0.00$). The study's findings revealed that employees are not overburdened with work, because work-life imbalance, work stress, and job satisfaction remain unaffected. The study recommends that organizations create programs to transform this sense of imbalance into work-life balance, reduce stress, and increase job satisfaction.

Keywords: Job satisfaction, Workaholics, Work life imbalance, Work stress, Indonesia.

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تأثير إدمان العمل على اختلال التوازن بين العمل والحياة

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ملخص

تبحث هذه الدراسة في تأثير إدمان العمل على اختلال التوازن بين العمل والحياة لدى الموظفين وعلاقته برضاهم الوظيفي والتوتر، لا سيما في أثناء فترة COVID-19. تستخدم الدراسة المنهج الكمي مع نمذجة المعادلات الهيكلية (SEM). تكون مجتمع هذه الدراسة من موظفي جاكارتا العاملين في القطاع المالي بعينة إجمالية من 203 أشخاص. تم أخذ البيانات من أبريل إلى أغسطس عام 2022. لقد أظهرت النتائج أن إدمان العمل لا يؤثر على عدم التوازن بين العمل والحياة ($\beta = 0,00$, $p = 0,00$)، وضغوطات العمل ($\beta = -0,33$, $p = -0,03$) أو الرضا الوظيفي ($\beta = -0,19$, $p = -0,20$). وأن عدم التوازن بين العمل والحياة يؤثر على ضغوطات العمل ($\beta = 0,77$, $p = 0,77$) ولا يؤثر على الرضا الوظيفي ($\beta = 0,20$, $p = 0,00$)، بينما يؤثر ضغط العمل على الرضا الوظيفي ($\beta = 0,20$, $p = 0,00$). كذلك كشفت نتائج الدراسة أن الموظفين ليسوا مثقلين بالعمل بسبب عدم التوازن بين العمل والحياة، وضغوطات العمل، والرضا الوظيفي. وتوصي الدراسة بأن تقوم المؤسسات بإنشاء برامج لتحويل الشعور بعدم التوازن بين العمل والحياة إلى توازن بين العمل والحياة، وتقليل التوتر، وزيادة الرضا الوظيفي.

الكلمات الدالة: الرضا الوظيفي، إدمان العمل، عدم التوازن بين العمل والحياة، ضغوطات العمل، إندونيسيا.

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INTRODUCTION

Nowadays, people feel they have many demands and must work harder and maximally in every activity, thus neglecting their capacity and health. This emerged with the term "hustle culture" or "workaholic culture." The workaholic culture is defined as an uncontrollable desire or urge to work non-stop. Workaholics devote a disproportionate amount of their time to work-related activities. The transition to a work culture where people work from the office and can work anywhere has led to an increase in the prevalence of workaholics. This could be due to a more significant workload, technological pressures, and the longer working time required (van Wijhe et al., 2013).

Recent studies have highlighted several changes in the workplace, including a culture of excessive working hours and growing job intensity in a wide variety of industries. Work behaviours indicative of workaholism, such as working weekends, carrying work home, and working at night, are also commonly documented in academic studies. On the other hand, being a productive worker is every employee's dream (Finkle & Shin, 2014). These individuals want to show a high level of commitment to the organization, which causes them to work non-stop and often assume that this is a form of productivity in themselves (Zaliha et al., 2021).

The assumption is that hustle culture is a person's lifestyle, which must prioritize hard work over rest, or in this case, very little rest time (Mäkikangas et al., 2013). Usually, if someone prioritizes work with more significant portions occasionally, it does not matter because sometimes the work does not go according to plan. However, hustle culture has become common among workers or employees if this happens continuously. It can also be said that the employee is a "workaholic" (Iskandar & Rachmawati, 2022).

An employee who is a workaholic does so to send the message that he/she is conscientious and intelligent and, as a result, deserves of a promotion or continued employment. On the other hand, such behaviour may also give the

impression that the worker lacks the necessary skills. For instance, earlier research found that senior executives in Germany rarely worked on weekends. This was also the case in Sweden. A worker who cannot do everything that needs to be done in the allotted time of 35 hours is not suitable for his/her position (Andreassen et al., 2016). In addition, these burdens are a risk factor for work addiction or hustle culture and, of course, will cause mental fatigue for workers (Zaliha et al., 2021).

Workaholics devote much time and effort to their jobs, leaving little time for other activities and neglecting their need for recovery. Workaholics cannot manage their work or are easily stressed. They need help balancing work and family, which hinders their ability to carry out work and home responsibilities effectively (Nayak & Pandey, 2015). Their negative behaviour causes severe problems in their personal and professional lives, resulting in an imbalance between work and life (Abdullah et al., 2020).

The imbalance between work and personal life due to the impact of technology has been criticized by academics for several reasons, the most important of which are: To begin, changes at work could disrupt one's ability to maintain a healthy work-life balance. Second, the ever-evolving nature of job activities, particularly technology-related ones, necessitates staying current with the most relevant information in the industry. Third, fluctuating requirements at work can impact individuals and their lives outside of the workplace (Soomro et al., 2018). An unhealthy balance between work and personal life is a cause for concern and a significant contributor to participants' feelings of discontent (Hughes & Bozionelos, 2007). Working in jobs that provide 'too few' hours also tends to bring about work-life imbalances, but these are related more to economic imbalances than temporal ones (Warren, 2015).

On the other hand, there is a study gap, where it is

asserted that the positive aspect of workaholism is personal career achievement, which may result from a workaholic personality. Hence, recuperation is unnecessary to sustain a job or career happiness (Gordon & Shi, 2021). Workaholism is associated with high levels of job satisfaction and output. Workaholics have excellent organizational performance (Ahmadi et al., 2016). Enthusiastic workaholics tend to work wonders in their particular industry (Abdullah et al., 2020). One of the characteristics of workaholics is job happiness, which is favourably associated with future career possibilities and professional satisfaction (Gordon & Shi, 2021).

Besides that, the irregular working hours make employees focus on work; meetings go late into the night, and there is no limit on working hours, which has a negative impact and causes stress. A study of health professionals shows a significant positive relationship between stress and fatigue, which harms employee productivity and work-life balance (Yıldırım & Solmaz, 2020). Therefore, this study aims to address gaps in prior research regarding workaholics' effects and better understand their relationship to work-life imbalance, work stress, and employee job satisfaction. More specifically, this research will try to answer the following questions:

1. Do workaholics affect work-life balance?
2. Do workaholics affect work stress?
3. Do workaholics affect job satisfaction?
4. Does work-life imbalance affect work stress?
5. Does work-life imbalance affect job satisfaction?
6. Does work stress affect job satisfaction?

The significance of the research comes from the expected contribution and practical implications in organizational policies that must be issued to increase employee job satisfaction in terms of work-life imbalance, work stress, and workaholism. It also has theoretical significance in filling the gap in the knowledge of researchers investigating the effect of work-life imbalance, work stress, and workaholism on employee job satisfaction.

In addition, an essential motivation for conducting this

research came from the absence of previous research on the impact of the COVID-19 pandemic, which involved aspects of work-life imbalance, work stress, and workaholism and their effects on employee job satisfaction. This becomes the novelty of this research. Therefore, the results of this study are expected to provide insight to managers or policymakers in organizations when making SOPs and rules by taking into account the aspects of work-life imbalance, work stress, and workaholism when discussing employee job satisfaction.

Literature Review

Workaholics

People regarded as having an irrepressible need or inevitability to work continuously are called workaholics. Working hard and having a solid, intrinsic desire to work are the two primary components of this definition (Booket et al., 2018). Workaholics are characterized by an unwillingness to detach from their jobs and a propensity to work or think about their jobs whenever and wherever they are (McMillan & O'Driscoll, 2004). However, not all employees who put in much effort are workaholics. People put in much effort for various reasons, including meeting deadlines and financial obligations (Ahmadi et al., 2016). Workaholics are not distinguished from nonworkaholics by the number of hours they put in at the office; instead, their mentality toward their work makes the difference between the two groups. Workaholics do not work excessively because they enjoy their work (van Wijhe et al., 2013).

Work addicts can be identified by three distinct characteristics: (1) they are prone to working long hours; (2) they frequently think about work, even when they are not working, which suggests that they are preoccupied with their work; and (3) they are able to work beyond what can be reasonably expected of them to fulfill the requirements of the organization or the

economy (van Wijhe et al., 2013). They have reached the point where work will become a passion for them, and their interest in their work will ensure creative outcomes (Booket et al., 2018). To measure the workaholism variable, we use five indicators. Indicators of workaholism are classified into three overall dimensions: behavioural, cognitive, and affective (Libano et al., 2010; Malinowska & Tokarz, 2014).

Work-Life Imbalance

The second variable is the imbalance between work and personal life. Work-life balance is the proportion of an employee's time spent on work and family obligations. Work-life imbalance is a condition in which the demands of one's job and personal life conflict (Abhyankar & Pujari, 2012). The concept of work-life imbalance consists of three words: work, life, and imbalance (Chandra & Thankom Varghese, 2019). Imbalances of any kind, when work extends to the family realm or family problems extend to work, are potential causes of stress and non-constructive work attitudes, positively related to burnout (Soomro et al., 2018). Numerous unfavourable aspects of a work-life imbalance in the workplace and the family include poor performance, increased absenteeism and turnover rates, low levels of job satisfaction and low productivity at the organizational level, as well as low-income family relationships with the spouse and other members of the family, anxiety, depression, and dissatisfaction in the family, as well as poor mental and physical health at the family and personal levels (Nayak & Pandey, 2015). To measure the work-life imbalance variable, we use four indicators. Work-life imbalance indicators are classified into two dimensions; namely, working time and work-life balance policies (Addabbo et al., 2009; Chandra & Thankom Varghese, 2019).

Work Stress

Work stress is the third variable to consider. Stress is "a large (perceived) imbalance between "demand" and "responsiveness", in settings where failure to meet demands

has significant (perceived) implications" (Abhyankar & Pujari, 2012). According to Mauli et al. (2005), work stress is an unpleasant pressure, tension, or disturbance from a person's self. Conditions that tend to cause job stress are called stressors (Rivai et al., 2014). Three different kinds of pressures might occur in an organization: task demands, role demands, and interpersonal expectations. The demands of one's employment are associated with one's tasks (Abhyankar & Pujari, 2012).

Symptoms of work stress include low job satisfaction, decreased performance, a loss of enthusiasm and energy, poor communication, poor decision-making, a lack of creativity and innovation, and grappling with unproductive tasks (Rivai et al., 2014). The source of work stress that occurs in employees can come from three factors; namely, environmental factors such as environmental uncertainty affecting changing organizational structures and technological advances; organizational factors in the form of high task demands; and individual factors in the form of the employee's factors (Robbins & Judge, 2019). To measure the variable of work stress, we used fourteen indicators. Work stress indicators are classified into five dimensions: decision latitude, psychological job demands, social support, physical job demands, and job insecurity (Barzideh et al., 2014; Wu et al., 2018).

Job Satisfaction

Job satisfaction is the fourth variable under consideration in this study. *Job satisfaction* is a mental state determined by the degree to which individuals perceive their work-related needs to be met (Al-Hashem et al., 2022; Toropova et al., 2020). Spector (1997) defined *job satisfaction* as how well employees like their jobs. When people talk about employees' work attitudes, they refer to their job satisfaction (Kong et al., 2018). The nature of the work, the level

of supervision, the perks, the contingent rewards, the operating procedures, and the people with whom one works are some of the components that can be categorized as factors contributing to job satisfaction (Dhamija et al., 2019). Job-related satisfaction has become a robust research variable in organizational behaviour because of its wide prevalence in individual employees' personal and professional lives.

Job satisfaction is more than just an attitude that explains a person's internal state, both qualitatively and quantitatively, according to the findings of several studies that have been conducted by a variety of researchers who have emphasized the significance of job satisfaction and the factors that led up to it (Dhamija et al., 2019). An employee's emotional connection towards his or her work is called "job satisfaction." One way to look at it is as an overarching sentiment regarding one's job, while another is a constellation of interconnected points of view regarding different facets of one's job (Hoboubi et al., 2017). Satisfaction is a stepping stone to engagement; therefore, the organization must match the work's goals with the employee's individual goals to make him/her feel comfortable (Chandani et al., 2016). To measure the variable of job satisfaction, we used nine indicators. Job satisfaction indicators are classified into eight dimensions: work itself, pay, promotions, recognition, working conditions, benefits, supervision, and co-workers (Abaasi, 2016; Spector, 1997).

Development of Hypotheses

Previous studies have shown that workaholics have a low level of job satisfaction; workaholics also influence high work-life imbalance and increased employee stress (Hogan et al., 2016; McMillan & O'Driscoll, 2004; Nayak & Pandey, 2015; Nie & Sun, 2016). Workaholics often experience a disconnect between their work and personal lives (Soomro et al., 2018). Workaholics struggle to cultivate connections in their relationships and sometimes have conflicts with their families. They see their work as more meaningful and inspiring than their relationships. As a result,

they value investing in personal relationships as a competitive hazard to their way of life in the world of work (McMillan & O'Driscoll, 2004). Previous studies have shown that workaholics struggle to balance their professional and personal lives (Ahmadi et al., 2016).

There is evidence that job addiction has a role in the development of coronary heart disease, stress at work, weariness, and secondary addictions like alcoholism (McMillan & O'Driscoll, 2004). According to several studies, workaholism is an obsessive working condition involving self-sacrifice (Booket et al., 2018). Not only does too much work put a strain on personal and professional relationships, but it also raises the risk of mental and physical health issues such as anxiety, melancholy, stress, ulcers, persistent headaches, high blood pressure, apoplexy, and even death by suicide (Nie & Sun, 2016). Imbalances in an individual's work and family can hinder that individual's overall quality of life. Prior research has demonstrated that imbalances, particularly work imbalances, result in high levels of stress, decreased job satisfaction, lowered quality of life, and ultimately decreased individual effectiveness at work (Delina & Raya, 2013; Makabe et al., 2015). Work-life imbalance is recognized as a risk factor for work stress (Hämmig et al., 2012; Hogan et al., 2016).

Previous research indicated that workaholics have significantly lower job satisfaction and psychological well-being (Hogan et al., 2016). According to the findings of Nayak and Pandey's (2015), employees face low levels of job satisfaction, monotony, stress, absenteeism, and turnover due to work-life imbalances. In addition, these work-life imbalances result from divorce cases, high-stress levels, and problems with low-income family relationships at home (Nayak & Pandey, 2015). Unbalances in one's work and personal life can have significant consequences, including decreased productivity and poor organizational performance (Mohammad

Thneibat, 2022). Previous research by Soomro and colleagues (2018) found that job satisfaction is a moderating variable in links between work-to-family and family-to-work balance or imbalance and employee performance.

The inability of employees to maintain a healthy balance between their personal and professional lives is a significant contributor to job unhappiness, job turnover, and absenteeism from work. An unhealthy imbalance between work and personal life significantly degrades one's quality of life and jeopardizes one's ability to execute his/her job

(Hughes & Bozionelos, 2007). The conceptual research model was built based on understanding the relationship between research variables and determining the path of the hypotheses according to previous literature and research predictions. This research aims to investigate the impact of workaholics, work-life imbalance, and work stress on job satisfaction. Figure (1) illustrates the hypothesized paths.

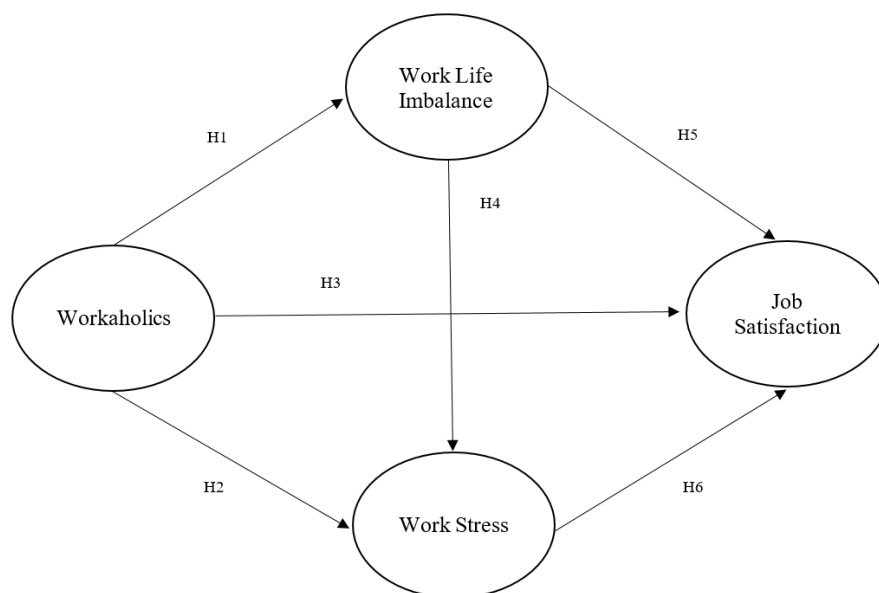


Figure (1)
Research Model

H1: Workaholism has a significant positive impact on the work-life imbalance of employees in Jakarta, Indonesia.

H2: Workaholism has a significant positive impact on the work stress of employees in Jakarta, Indonesia.

H3: Workaholism has a significant negative impact on the job satisfaction of employees in Jakarta, Indonesia.

H4: Work-life imbalance has a significant positive impact on the stress of employees in Jakarta, Indonesia.

H5: Work-life imbalance has a significant negative impact

on the job satisfaction of employees in Jakarta, Indonesia.

H6: Work stress has a significant negative impact on the job satisfaction of employees in Jakarta, Indonesia.

Methods

This investigation was carried out in Jakarta, the capital city of Indonesia and the metropolitan agglomeration that is the second largest in the world.

The investigation was carried out between April and August of 2022. This study's population comprised Jakarta employees engaged in the financial sector. This refers to research conducted by the BBC where financial sector employees tend to devote themselves to work and glorify "workaholics" (Lufkin, 2021). The sampling technique that the researchers used was the non-probability sampling method with a purposive sampling technique. The number of sample members used in this study was 203. This refers to the theory of maximum likelihood estimation (ML) and multivariate normal distribution of data, where a sample size of 100–300 is considered sufficient (Yamin & Kurniawan, 2009). This study uses a quantitative methodology, a questionnaire, and structural equation modeling (SEM). The research instrument, in the form of a questionnaire, was sent to respondents using Google Forms. After that, the Lisrel 8.5 application was used to get the desired result. A five-point Likert scale was used to measure the items from 1 (strongly disagree) to 5 (strongly agree) (Sekaran & Bougie, 2016). Based on the suggestions of Hair et al. (2014) and Yamin

and Kurniawan (2009), H_0 would be rejected if the t-value was more than 1.96 or not rejected if the t-value was less than 1.96.

The questionnaire for this investigation had 32 questions, each of which was answered and returned by the study's 203 participants. The university's study ethics office approved the ethical requirements that were followed for this study on July 31, 2022. This division is responsible for ensuring that the permission form adequately describes the study's goal, encourages participants to participate voluntarily, and protects the confidentiality of their responses. Table 1 presents the sample statistics in a descriptive format for your perusal.

Results and Discussion

Respondents

This sub-section describes the distribution of respondents in terms of their social status and demographic profile.

Table 1
Distribution of the respondents concerning their social status

Profile		Frequency	Percent (%)
Sex	Male	74	36
	Female	129	64
Marital Status	Married	77	38
	Single	125	61
	Divorced	1	1
Age	<26	100	49
	>41	2	1
	26–30	64	32
	31–35	32	16
	36–40	5	2
Level of Education Having Been Completed	High School	58	29
	Diploma	34	17
	Undergraduate	108	53
	Graduate	3	1

Table 1 shows the distribution of respondents based on social status and demographic profile. Of the 203

respondents, 74 (36%) are male, and about 129 (64%) are female. Furthermore, 77 (38%) of the respondents

are married, 125 (61%) are single, and 1 (1%) is divorced.

Likewise, 100 (49%) respondents' age range was <26 years, 64 (32%) 26-30 years, 32 (16%) 31-35 years, then 5 (2%) were 36 -40 years, while 2 (1%) mentioned that the age range was >41 years. Furthermore, 58 (29%) reported having completed education up to high school, as many as 34 (17%) completed education up to a diploma, 108 (53%) up to an

undergraduate degree, and 3 (1%) completed education up to a graduate degree.

Data Validity and Reliability Testing

The convergent validity of each variable in terms of t-value and standardized loading is displayed in Table 2.

Table 2
Convergent validity of each variable in terms of t-value and standardized loading

Construct	Indicator (Likert Scale 1-5)	t-value	Standardized loading factor	Adapted from
Workaholism	I often find myself still working long after my coworkers have given up and gone home for the day.	4.21	0.34	(Libano et al., 2010; Malinowska & Tokarz, 2014)
	Even if I don't particularly enjoy what I'm doing, I have to force myself to put in a lot of effort.	9.70	0.78	
	I have the impression that there is something deep inside of me that compels me to put in a lot of effort.	7.82	0.61	
	I put in more hours at the office than I do hanging out with friends, pursuing my hobbies, or doing other types of leisure activities.	5.93	0.47	
	When I'm not busy with work, I have a hard time unwinding and relaxing.	4.94	0.39	
Work-Life Imbalance	I'm worried about work.	1.96	0.59	(Addabbo et al., 2009; Chandra & Thankom Varghese, 2019)
	I don't have time for family because of work.	7.86	0.75	
	My workload is increasing.	7.87	0.75	
	I'm too tired of homework.	7.98	0.77	
Work Stress	My work is keeping me quite busy, and there is a significant amount of pressure.	1.96	0.61	(Barzideh et al., 2014; Wu et al., 2018)
	In my employment, I frequently put in extra hours.	5.35	0.41	
	There is not enough explanation given for the specifics of the task that I conduct.	7.78	0.64	
	There are occasions when I am given work that is not consistent with my job description.	6.39	0.50	

	There were occasions when I was tasked with performing many roles all at once.	5.82	0.45	
	I have frequent disagreements with coworkers, which makes me sad.	7.47	0.61	
	I feel alone.	7.84	0.65	
	Lack of assistance from my supervisor	9.12	0.80	
	My manager does not want to or is unable to assist me with any of my work-related issues.	8.93	0.77	
	The company's reaction to my performance was not particularly positive.	8.89	0.77	
	I am concerned about how my career will progress in the years to come.	7.85	0.65	
	There are occasions when my legal rights are not upheld.	8.54	0.73	
	Because I was under the obligation to complete my work, I did not have the time to look after my family.	8.73	0.75	
	My immediate family does not encourage or support the work that I undertake.	7.70	0.63	
Job Satisfaction	I am content with the prospects for my career advancement.	1.96	0.72	(Abaasi, 2016; Spector, 1997)
	Those workers who perform admirably in their jobs have a good opportunity to advance in the company.	10.30	0.75	
	I like my boss.	11.22	0.81	
	My superior does not consider the sentiments of those under him/her.	5.42	0.40	
	My boss is a reasonably competent worker when it comes to completing his or her job.	10.52	0.76	
	My job is enjoyable.	10.73	0.78	
	I take pleasure in the responsibilities that come with my job.	9.80	0.71	
	The benefits' package that they offer is fair to all employees.	10.75	0.78	
	There are advantages that are not available to us that we ought to have.	4.50	0.33	

Table 3
Construct reliability

Construct	Construct Reliability	Average Variance Extracted (AVE)
Workaholism	1	0.99
Work-Life Imbalance	1	0.98
Work Stress	1	0.98
Job Satisfaction	1	0.98

Table 2 shows that of the 32 statements, 7 are invalid and must be discarded, because the value of the loading factors is greater than the critical value < 1.96 , with a standardized loading factor $< (SLF) 0.5$ (Hair et al., 2014; Wijanto, 2008; Yamin & Kurniawan, 2009). These are statement 1: "I often find myself still working long after my coworkers have given up and gone home for the day" (t-value: 4.21; SLF: 0.34), statement 4: "I put in more hours at the office than I do hanging out with friends, pursuing my hobbies, or doing other types of leisure activities" (t-value: 5.93; SLF: 0.47), statement 5: "When I'm not busy with work, I have a hard time unwinding and relaxing" (t-value: 4.94; SLF: 0.39), statement 11: "In my employment, I frequently put in extra hours" (t-value: 5.35; SLF:0.41), statement 14: "There were occasions when I was tasked with performing many roles all at once" (t-value: 5.82; SLF: 0.45), statement 27: "My

superior does not consider the sentiments of those under him or her" (t-value: 5.42; SLF: 0.40), and statement 32: "There are advantages that are not available to us that we ought to have" (t-value: 4.50; SLF: 0.33).

Table 3 shows that the construct reliability values for all variables meet the criteria, because the CR value is projected to be greater than 0.7 and the AVE value is $AVE > 0.5$ (Hair et al., 2014; Wijanto, 2008; Yamin & Kurniawan, 2009), which are workaholism (CR: 1; AVE: 0.99), work-life imbalance (CR: 1; AVE: 0.98), work stress (CR: 1; AVE: 0.98), and job satisfaction (CR: 1; AVE: 0.98).

Hypothesis Testing

Table 4
Goodness of fit

No.	Goodness of Fit	Cut-off Value	Table	Status of Fit
1	<i>P-value for RMSEA</i>	> 0.05	0.00	Good Fit
2	<i>Parsimonious Normed Fit Index (PNFI)</i>	> 0.6	0.83	Good Fit
3	<i>Comparative Fit Index (CFI)</i>	> 0.9	0.96	Good Fit
4	<i>Incremental Fit Index (IFI)</i>	> 0.9	0.96	Good Fit

Table 4 shows that the goodness of fit value is acceptable as follows: P-value for RMSEA (0.000), Parsimonious

Normed Fit Index (0.83), Comparative Fit Index (0.96), and Incremental Fit Index (0.96).

Table 5
Causal relations between variables

No.	Path	β	t-value	P-value	Significance
1	Workaholism → Work-Life Imbalance	0.00	0.05	0.00	Not Significant
2	Workaholism → Work Stress	-0.03	-0.58	-0.03	Not Significant
3	Workaholism → Job Satisfaction	-0.19	-2.47	-0.20	Not Significant
4	Work-Life Imbalance → Work Stress	0.77	6.21	0.77	Significant
5	Work-Life Imbalance → Job Satisfaction	0.20	1.68	0.00	Not Significant
6	Work Stress → Job Satisfaction	0.44	3.52	0.44	Significant

H1: Workaholism has a significant positive impact on the work-life imbalance of employees in Jakarta, Indonesia.

To test this hypothesis, it is observed from Table 5 that the standard coefficient β has a value of 0.00 with a t-value of 0.05 and a P-value of 0.00, which means that, according to the model, there is no significant impact of workaholism on work-life imbalance. The first study's result explains that workaholism does not affect work-life balance. This is contrary to previous research conducted by Soomro et al. (2018), which found that when work penetrates the family realm, it will cause an imbalance in life. Previous studies have revealed that workaholics perceive work as more significant than their relationships and as threatening their working lives (McMillan et al., 2004).

This study's results illustrate that workaholics enjoy their work, consider it part of it, and do not feel a work-life imbalance. Further, these results confirm research conducted by Gordon and Shi (2021), which negates previous research that workaholism is personal career attainment that may result from a workaholic personality. Hence, healing is not required to maintain a job or career happiness. This is supported by a recent study showing that workers worldwide work overtime without pay for an average of 9.2 hours per week, up from 7.3 hours a year ago (Lufkin, 2021).

H2: Workaholism has a significant positive impact on the work stress of employees in Jakarta, Indonesia.

To test this hypothesis, it is observed from Table 5 that the standard coefficient β is with a value of -0.03 with a t-

value of -0.58 and a P-value of -0.03, which means that, according to the model, there is no significant impact of workaholism on work stress. The second result of the study explains that workaholism does not affect work stress. This contradicts previous research, which states that work addiction has been documented as contributing to work-related stress, burnout, and secondary addictions such as alcoholism. Due to the mismatch between their work and personal lives, workers experience issues, such as poor levels of job satisfaction, monotony, stress, absenteeism, and turnover (Anuradha & Pandey, 2016; McMillan & O'Driscoll, 2004). Not only does too much work put a strain on personal and professional relationships, but it also raises the risk of mental and physical health issues, such as anxiety, melancholy, stress, ulcers, persistent headaches, high blood pressure, apoplexy, and even death by suicide (Nie & Sun, 2016).

The results of this study illustrate that workaholism does not impact the stress experienced by employees. Furthermore, this result confirms research conducted by Ahmadi et al. (2016), which negates previous research that workaholism is a positive feeling and does not impact employee stress levels. The research analyzed the policy of implementing work-from-home carried out by companies during the COVID-19 pandemic and found that it impacts employees' happiness, because they can divide their time between work and family. Several previous studies have

explained that working from home contributes to positive work productivity and is often claimed to increase employee productivity and work-life balance and reduce family conflicts and work stress (Baker et al., 2007; Lim & Teo, 2000; Singh et al., 2017).

H3: Workaholism has a significant negative impact on the job satisfaction of employees in Jakarta, Indonesia.

To test this hypothesis, it is observed from Table 5 that the standard coefficient β is -0.19 with a t-value of -2.47 and a P-value of 0.02, which means that, according to the model, there is no significant impact of workaholism on job satisfaction. The third result of the study explains that workaholism does not affect job satisfaction. Previous research has shown that work addiction is associated with adverse health and psychosocial outcomes, such as fatigue, sleep problems, stress, anxiety, depression, poor health, job dissatisfaction, and poor performance. The results of this study contradict those findings, showing that work addiction is not associated with these outcomes. Previous research has demonstrated that workaholism is unrelated to divorce, but is connected with a decline in satisfaction with family, friends, and community (McMillan & O'Driscoll, 2004).

The results of this study illustrate that workaholism does not impact job satisfaction experienced by employees. This finding concludes that two things underlie the research results: First, workaholism becomes part of employees' lives, and employees feel that they must complete the work given (Mäkikangas et al., 2013). Second, it can be said that workaholic culture has become commonplace for workers or employees (Iskandar & Rachmawati, 2022). The results of this study also confirm the findings of Gordon and Shi (2021) that one of the characteristics of workaholics is job happiness, which is associated with future career prospects and professional satisfaction.

H4: Work-life imbalance has a significant negative impact on the stress of employees in Jakarta, Indonesia.

To test this hypothesis, it is observed from Table 5 that the standard coefficient β has a value of 0.77 with a t-value of 6.21 and a P-value of 0.00, which means that, according

to the model, there is a significant impact of work-life imbalance on work stress. According to the findings of the fourth question, work-life imbalance impacts work stress. This aligns with previous research; work-life imbalances are significantly related to employee work stress (Chandra & Thankom Varghese, 2019; Makabe et al., 2015). The culture and structure in the workplace create an imbalance in work life which results in stress experienced by employees (Clouston, 2019). Employees who work in settings in which there is an imbalance between the work domain and the family domain are more likely to feel stressed, which can present itself in the form of impatience with family members and friends as well as a decline in personal relationships (Abhyankar & Pujari, 2012). Therefore, a balanced investment of time and commitment in one's career and one's family will lessen the amount of work-family conflict and stress, ultimately leading to an improvement in the individual's quality of life (Delina & Raya, 2013).

H5: Work-life imbalance has a significant negative impact on the job satisfaction of employees in Jakarta, Indonesia.

To test this hypothesis, it is observed from Table 5 that the standard coefficient β has a value of 0.20 with a t-value of 1.68 and a P-value of 0.00, which means that, according to the model, there is no significant impact of work-life imbalance on job satisfaction. According to the findings of the fifth question, work-life imbalance does not affect job satisfaction. This contradicts earlier research, which indicates that work-life imbalances contribute to low employee job satisfaction (Makabe et al., 2015). Previous research also explained that workers who suffer from imbalances are characterized by a hectic work schedule (Dey & Ghosh, 2017), which will impact dissatisfaction with their work and record the lowest performance (Soomro et al., 2018).

However, van Wijhe et al. (2013) stated that work

addiction is something that employees want and enjoy without interfering with their personal lives. Workaholism is also seen as something fun and not as an addiction that has a negative impact (Booket et al., 2018). McMillan's research also showed that workaholics should not be branded as miserable enslaved people, since they appear to enjoy a similar level of health and balance as other individuals (McMillan et al., 2004). When an employee enjoys his/her job, he/she will be enthusiastic, think creatively, and not about stress (Abdullah et al., 2020). Workaholics with successful mindsets had higher life satisfaction, physical and mental health, job performance, and organizational citizenship behaviour.

Additionally, they had lower stress levels and voluntary turnover (Booket et al., 2018). Workaholics experience anxiety if they fall behind in the competition while away from the office. In other words, they find sitting around and doing nothing complicated (van Wijhe et al., 2013). Those who are workaholics feel that their career success due to their workaholic nature has satisfied them. Gordon and Shi (2021) discovered that one of the traits of workaholics was positively associated with job satisfaction, future career opportunities, and career satisfaction. Judging from the results of this study, it is revealed that even though employees are addicted to work, they still pay attention to their families, especially during the COVID-19 pandemic. They can still work while managing their personal lives. Besides, the nature of workaholics is that employees feel satisfied and have nothing to do with the stress that they experience, because they enjoy their work.

H6: Work stress has a significant negative impact on the job satisfaction of employees in Jakarta, Indonesia.

To test this hypothesis, it is observed from Table 5 that the standard coefficient β is 0.44 with a t-value of 3.52 and a P-value of 0.44, which means that, according to the model, there is a significant impact of work stress on job satisfaction. The findings of the sixth question reveal that a person's level of job satisfaction is related to his or her level of occupational stress. This corroborates the findings of

previous studies, which found that workaholics suffer from a high level of fixation, anxiety, and stress; their jobs cause both physical and mental health issues; they are dissatisfied with their work and their lives; and their job performance is poor (Booket et al., 2018). Research conducted by Nayak and Pandey (2015) explained that employees who face problems with high-stress levels, absenteeism, and monotony will have low job satisfaction. Companies must develop work-life balance methods to lower employee stress and boost job satisfaction (Chandra & Thankom Varghese, 2019). The support of supervisors plays a good function while moderating the impacts of negative moods, stress, and emotions. As a result, it assists workaholics in maintaining their creativity and improves employee job satisfaction (Abdullah et al., 2020).

Conclusion

This study found that workaholism does not affect job stress, work-life imbalance, or job satisfaction. Likewise, work-life imbalance does not affect job satisfaction. However, on the other hand, work-life imbalance affects job stress and job satisfaction. The results of the study have relevant implications for practitioners. They show that employees are not burdened with work, because there is no effect on work-life imbalance, job stress, or employee job satisfaction. However, the work-life imbalance that employees feel will stress them out and reduce their job satisfaction.

Theoretically, most previous studies have concentrated on how workaholism has a negative impact and emphasized the importance of work-life balance. This study further explores the idea that workaholism among employees is normal, is part of employees' work, and has no effect on work-life imbalance, work stress, or employee job satisfaction. The study findings are expected to provide some

important theoretical implications related to the work system model and a healthy work environment for employees in a competitive environment. Thus, the conceptual model of this research can be a reference for academics and practitioners.

Empirically, based on the findings of this study, companies are expected to be able to create programs, such as family gatherings, work-from-home, flexible working hour arrangements, counselling facilities for employees, and excellent support for employees, so that this sense of imbalance can turn into work-life balance and have an impact on lower work stress and increased job satisfaction.

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Research Limitations and Future Research

The drawback of this research is that it was only conducted in one country and only involved four variables. In addition, this study uses a sample size that is not so large; namely, 203 respondents. It is hoped that further research can be carried out in several countries with larger samples and explore other variables besides the ones in this study to understand other factors that influence employee work-life imbalances. Furthermore, future research can be carried out, because it has started to enter the endemic period of COVID-19.

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