WORKAHOLISM: REASONS, INFLUENCES AND OBJECTIVE ASSESSMENT OF NGO EMPLOYEES IN PESHAWAR

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ABSTRACT

The primary motive of this paper is to explore the causes and elements that affect an individual to show behaviour ofworkaholism and investigate various consequences of the concept faced by these complicated individuals in their private and professional life. This study will enable the supervisory level personnel of NGOs about the Pakistani working culture and its distinctive attributes which enforces one to work relentlessly for hours. The assumptions madeare on the basis of gender, nature of work, marital status and financial needs which makes a substantial difference in the causes of becoming a workaholic. Our research further reveals that workaholism reflects an individual's personal inner drive while all the other assumptions are merely justification to prove the concept right. These findings are also authenticated by the interviews from the managerial level authorities including head of departments, administrative staff and superintendents of the particular authoritative bodies. It is also expected that workaholics in comparison with non-workaholics are more participative towards organizational activities. The study unveiled that being a workaholic does not make a person necessarily efficient.

Keywords:

INTRODUCTION

For the past few decades, the rising trend of workaholic behaviourhas become an issue of concernfor the developed countries of the world. China, Japan and Europe are included in the array of nations which depicts immense workaholic behaviouramong their workforce. Workaholics in general are people working very hard for many hours. The question is why people are motivated to work so hard and what positive or negative consequences they face because of this extreme attitude. Pakistan and particularly KPK with its prevailing instable conditions, economic fluctuations, and ever increasing competition is especially affected by workaholism. The issue has recently come under renewed investigation and there is still ample room for further research to create awareness in the society about this particular work aspect.

Strangely the concept was conveniently replaced with the term 'hard working' and is used in a positive, appreciative fashion by masses. Working hard is again a term having a wide perspective. The hard worker works in such a way to achieve smarter outcomes. Workaholics on the other hand, are 'extremely work obsessed' people who are forced by their inner drive to work hard without enjoying it. They are addicted to work

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relentlessly. These people with their negative obsession indulge in unnecessary competition and create problems for other colleagues and subordinates too. According to Cherrington (1980) workaholismis an unjustifiable devotion to unrestricted work. Workaholic finds it strenuous to take time out for leisure or to divert their choices conveniently. These are individuals who spend "more time working and thinking about work, than normally required"(Machlowitz, 1980, p.11). Oates (1971) invented this term "workaholism", elaborating it as a frenzied need to work without a break that seriously affects health, family ties and self-contentment.

Work obsessives in general perception represent committed, hardworking individuals who work day and night to achieve the goals. With this assumption these individuals' priority options are always promotions and other incentives. However, these people are not able to spend time with their families and friends and are usually seen as individuals neglecting their family and freedom. The requirements of a normal life that help preserve a fulfilled productive living (Keown, 2007).

Purpose of the Research:

- Purpose of this particular research is the recognition and inquiry of the attitude specifically for private non-government organizations functioning in the capital of KPK.
- Most of the gathered data is subjective in nature, but to attain the factual figures, mixed method was also utilized. The target respondents are the individuals working, at least for a year in the relevant departments. The duration of the current designation was also taken into account.

The Research Objectives Include:

- Define Workaholism in a broader sense and specify the number of workaholics in each department.
- It is assumed that a workaholic prefers to work independently and does not show reliance on their subordinates/ colleagues/ other team members. If this does not hold, then what are the other causes?
- What are the reasons behind the late hour working of workaholics?
- What are the effects of family history and other associated relations on a workaholic personality?

Influence of Workaholism on One's Private Life, Health and Aggregate Productivity:

Workaholics actually are considered as those overly capable, highly efficient and extremely hard working individuals who spend their days and nights for the accomplishment of their desired tasks. The behaviour though does not tend to impact their life in a progressive manner. In fact they tend to face a lot of personal issues, diminished health conditions and ultimately less productive performance capabilities. Due to their perfectionism they usually face unnecessary competition and a stressed working environment. In addition they themselves faces a lot of adverse reactions in their daily living including stress, depression, rivalry, anxiety, tiredness and a sense of individual complex. The research recognizes this behaviour and its overall reactions on person's individual and professional life.

The study used closed ended questionnaires and a direct investigation through face to

face interviews as the source of gathering the required data. Some of the managerial level staff was asked to fill up the questionnaires resulting in a general provision of idea. The process assists in recognizing the workaholics in general. On the basis of this identification a further analysis regarding the impacts of workahoilsm on person's health, family relations and performance was assessed. The dissemination of questionnaires was dependent in particular on the receptiveness of the organizations and the response ratio. In addition the personal investigation through interviewing was also conducted with the head of the departments to analyse the effects of workaholic's behaviour towards their co-workers and subordinates. The authenticity of responses was also ensured and the feedback was tested for authenticity that it is free from any sort of biasness and nepotism.

LITERATURE REVIEW

The concept of workaholism is still in the process of evolution. Till date we cannot find a single concise definition representing the core of the subject. Broadly, the concept refers to the over engagement of work. The familiar ingredient in theworkaholism debateis that the afflicted individual is highly committed to work investing all the time in it (Spence and Robbins, 1992). Mosier (1983) says workaholics used to spare 50 hours a week to work. Theircompelled behaviour is not to be evaluated with respect to the magnitude of time only (Harpaz & Snir, 2003; Snir & Harpaz, 2004), because then this evaluation would be simple.

According toJacobs & Gerson (2004) ferocity related to work is essential. Thus, effort is another element crucial for the assessment of workaholism in a person. This shows the magnitude of physical and intellectual strength related to work (Becker, 1985). The magnitude of merely time does not assist inclusive and enslaving nature of the concept. The addiction to work harder and longer in fact reflects an internal drive of a person that cannot be controlled. Other existing factors like relations, marriage and family will not act as influencing factors. Workaholism in its broadest sense is the wilful investment of enormous time on work associated tasks that its outcome becomes negative for social, family, and other activities (Porter, 1996).

The general perception of the subject is contradictory and heterogeneous. On one hand, some writers see it emphatically e-g Machlowitz(1980)and Korn et al.,(1987). On the other hand, many consider it negatively e-g Oates (1971) and Killinger(1991).In the first case workaholics are considered the integral asset who with their devotion contributes to the fullest in organizational success while in the latter case they are considered obsessive individuals who ignore essentials in their personal life including health, family and friends required to maintain a healthy, productive living(Keown, 2007). The time that a person invests in performing work activities will not inevitably result in negativity for organization andthe personhimself (Scott et al; 1997). Some people work for hours to fulfil their own satisfaction, gain contentment and inner satisfaction through working hard and for elongated period. Machlowitz(1980, p.16) believes "as group workaholics are surprisingly happy, they are doing exactly what they love - work - and they don't seem to get enough of it".Some researchers believe that workaholics establish an irresistible tolerance towards their work.

The concept is well delivered in the light of Japan's economy where organizational demand for over time, economic conditions and socio cultural environment are the basic

reasons behind relentless working (Snir&Harpaz, 2006). People engaged with other responsibilities cannot get obsessive towards their worke-ga married woman because of her household engagements cannot give much time to other things. Whereas, married men tends to invest more time in work because with increased number of dependents he has to fulfil greater responsibilities. Similarly, non-government employee's usually works more as they have to earn substantial repo to remain in the industry. On the contrary, government employees because of the phenomenon of job assurance tend to show carefree behaviour towards their responsibilities. Workaholismcan be a result of previous bad experiences faced in life.

Another major cause provoking the workaholic behaviour includes organizational culture,which supports workaholism by encouraging and rewarding the workaholics. They try to motivate workaholics by considering them as an asset for their workplace. As compared to others, these individuals are a step ahead to qualify for promotions, acknowledgement and career enhancement chances. The increased utilization of communication technology also reinforces workaholism. Employee turnover and downsizing is also an element which burdens few with more work load. Some organizations supports long working durations and sacrifices to achieve success and productivity (Hochschild, 1997).

The General Society examination conducted in Canadain 2005 by Keown (2007) unveiled that one third of 19-64 aged on job Canadians recognized themselves as workaholics. They in addition also revealed their dissatisfaction towards prevailing working environment which restricts them to spend less time with their families and friends. They in general felt the lack of balance in their lives. Workaholics though invest more time but tend to get less satisfaction than non-workaholics. Workaholics in general face health issues such as stress, fatigue, psychological disorders, anxiety and psychosomatic symptoms. Stress is thebeginning of other chronic diseases including high blood pressure and heart problems. Stress also effects on the immunity which makes workaholics defenceless for other disorders. Workaholics with their extreme attitude could not drag themselves from work which results in intense exhaustion (Taris, Schaufeli &Veroeven, 2005). They become drained due to extreme work durations and makes exaggerated demands (Schaufeli, Taris& Van Rhenen, 2008).

The extreme impact of workaholism is best depicted by Japanese scholars, who use the word "Karoshi" which symbolizes death from over work. Due to increased workaholism, one may experience disequilibrium in personal and professional life. Thus, they will face personal life failures including divorces, spoiled children, less enthusiasm about their life and less interest in a marriage contract (Robinson, Flowers & Carols, 2001). Their personal life hurdles will finally affect their lives adversely. Workaholics are just hard workers and they absolutely do not work smart (Schaufeli et al; 2006).

They are problem creators and increase issues for their co-workers due to their perfectionism. They do not possess team oriented approach and always restricts others to follow their standards and directions. Their team members on the other hand also avoid working with them because of their obsessive perfectionism.Mudrack (2004) considered them intruders who always poke their nose in other's business. Mudrack & Naughton (2001) integrates these two attributes discussed above in accordance with obsessive-compulsive personality attributes. Summarising, workaholics keep a stubborn, dictator kind of personality who tries to give more input than desired by an

organization (Porter, 2006), hampering work productivity (Fassel, 1990), because over burden impacts the quality of theiroutput (Burke, 2001).

METHODOLOGY

Procedures:

The investigation takes into account both the subjective and quantitative strategies. In other words a hybrid strategy is used to conduct the study. The data was collected through random sampling.The research targeted various multinational and local NGO's operating in Peshawar. Questionnaires were completed by the supervisory, upper scale management of targeted companies. A direct investigation was used by personally visiting the places and getting the questionnaires filled at the spot from 65 employees. The questionnaire comprised of five parts serving a distinct objective for each one. Every part contains interrelated sets of questions. The data gathered was investigated to determine whether each part influences the supported assumptions.

Head of institutions were interviewed personally to gather information about their organizations and also to cross check the replies given by their managers. Directors were also asked for feedback apropos the subject and they were also welcomed to suggest possible remedies.

Acceptance or rejection of hypothesis was entirely based on equating it with the predetermined standards. The investigation is further aided by various relevant data presentation tools. The results are equated with the inputs given by directors in their interviews. Statistical treatment was applied for authenticating results. As it's a group investigation, thus each group and its members have played an important part during this research commencement. Each member was assigned a role on the basis of their interests and the particular area of study in which they excel.

Significance of the Study:

Life of a human being is full of desires and passions which can be attained only if a continuous effort is done. Ultimately, to satisfy those needs, that effort becomes the core objective of one's life. The term workaholism is easily recognized and accepted in the first world countries like America, Europe and Japan etc. In the recent years, a vigorous trend has been observed in this behaviour which is of much concern as this is making an adverse effect on human life medically, socially as well as psychologically. Research studies are being done to minimize these hazardous conclusions in a human life.

As far as Pakistan is concerned, the conviction of workaholism is still indistinct. Working for long hours and avoiding their personal and physical life is always appreciated. This study is mainly focused to raise the awareness regarding workaholism. It is essential that the people who are responsible to manage different kind of organizations can differentiate between hard workers and work obsessives. This research also assists in introducing the neglected aspect of work attitude in terms of human resource. Efforts can be made to identify the detrimental consequences of this complex attitude in organizations. Policies and procedures can be amended to manage work maniacs.

This study focuses on the few factors that are influential enough to turn a person into workaholic including financial dependents, family background, organizational culture, type of job, work stressetc. Moreover, the investigation figures out the impact of

workaholism on their relationship.

This research paper presents a unique and contemporary idea of workaholismin the environment of Pakistan. In contrast to the developed countries around the globe, workaholism causes and repercussions are quite different because of certain variations in norms and culture. Therefore, the conclusions are that the methods of dealing with workaholics in Pakistan will also vary from the developed world. We believe that with the increasing awareness regarding workaholism it would become essential for organizations and business concerns to deal with this phenomenon.

Limitations:

Data collection was the most difficult step due to the lack of time and resources. As the academic activities are supposed to continue along with this project large amount of data could not be gathered. Most of the non-governmental organizations were reluctant to support and some could not be accessed due to prolonged contact procedures. Some organizations that were accessed were having limited employees and so is the number of recipients. Peshawar is the region which is also exposed to certain security issues that refrains the international organizations to respond promptly and in a positive manner.Due to the lack of financial help, we could only get support from the approachable areas of Peshawar. Organizations pertaining to high risk areas were also avoided because of security reasons.
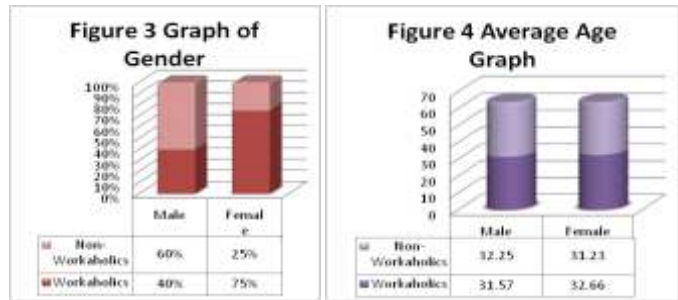
DATA ANALYSIS

Post analysis findings/evaluation of questionnaires can be best illustrated by tabular and graphical representation depicted below.The questionnaire comprising of twenty nine queries was sub divided into five parts. The primary information regarding respondents consisted of basic information including name, age, marital status, gender, financial dependents, particular workplace, and current working post etc. Thegathered information aimed at assisting the research procedure. The diagrams shown in figures 1 and 2 above represents the ratio of respondents who filled these questionnaires and became part of an investigation.With respect to the assumptions, the questionnaires were also assessed by taking into consideration the details regarding the particular department and number of workaholics present in that particular department. Administration and Accounts are considered isolated departments because of their

FIGURE 1 Number of Respondents

FIGURE 2 Workaholics Frequency Chart
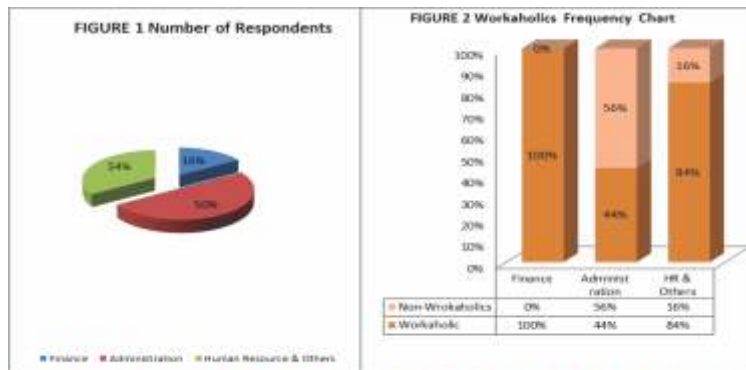
viability and importance in the organization. All the other departments, including training and mobilizers etc. are merged under the head of Human Resources section.During research it was seen that a single person standalone is responsible to supervise various departments in an organization. This happens commonly in most of the institutions in Pakistan, due to insufficient working knowledge, lack of relevant training and above all the prevailing inflationary pressure in the country. Figure 2 depicts the percentage ratio of workaholics to non-workaholics with respect to their relevant departments. The findings can easily be evaluated from the demonstrated figure. Majority of workaholics can be seen in Finance and Accounts department.

Figure 3 unveils gender based classification. It is quite obvious from the picture that workingwomen tends to be more workaholic in comparison to male workers. These findings are based on isolatedclassification for both the genders.

Figure 3 Graph of Gender

	Male	Female
Non-Workaholics	60%	25%
Workaholics	40%	75%

Figure 4 Average Age Graph

	Male	Female
Non-Workaholics	32.25	33.23
Workaholics	31.57	32.66

Followed by, Figure 5 depicting the ratio of both workaholics and non-workaholics with respect to their education. This classification is done without considering their majors; rather they are enlisted in a single representative category. For instance all honours/bachelors level respondents are represented in one heading. Same goes for Masters. Respondents who have not earned a formal bachelor's degree but have acquired bachelor's equivalents are placed in diploma's category. In the same way those who have not accomplished their bachelors yet or are in process are enlisted in others (less than bachelor's) column. Similarly, workers who have received their above graduate degrees are added in others (Advanced than Masters) category. The section encompasses all the literary persons, investigators and workers having certifications above the Master's level.

FIGURE 5 Education Graph

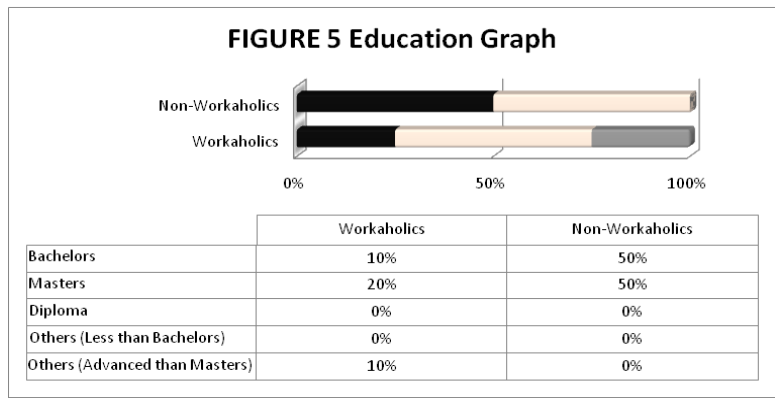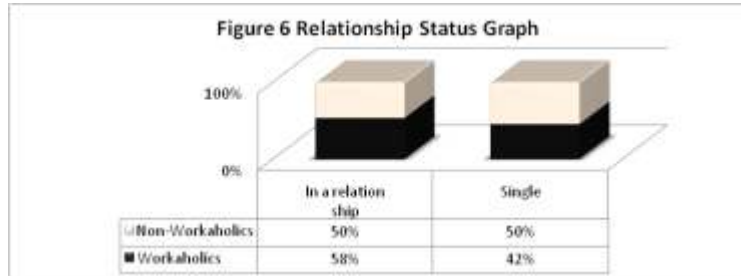|	Workaholics	Non-Workaholics
Bachelors	10%	50%
Masters	20%	50%
Diploma	0%	0%
Others (Less than Bachelors)	0%	0%
Others (Advanced than Masters)	10%	0%

Figure 6 demonstrates the affiliation of non-workaholics and workaholics in accordance with the marital status they possess. The figure clearly depicts that majority of married men reflects workaholism in their behaviour. One of the basic reasons is the financial dependents whose responsibility directs married professionals to work for longer hours.

Figure 6 Relationship Status Graph

	In a relation ship	Single
Non-Workaholics	50%	50%
Workaholics	58%	42%

FINDINGS AND CONCLUSIONS

On the basis of this comprehensive research, we are able to conclude with some results. Surprisingly, the least number of workaholics were observed in the Administrative section;Human resources possess second highest number of workaholics whereas Finance department tops the list having majority of workaholics. Figure 2 depicts this concept graphically.

In the light of the drawn conclusions, the assumption can be made that obsessive working behaviour might be the influential factor behind slow and delayed working of Finance department. Workaholics with their extreme attitude concentrate on hard work instead of working smart. This leads to their inefficient productivity. Thus, managerial level staff should deal with workaholic's in order to reduce inefficiencies.

Another finding include that workaholics are highly influenced by their financial dependents. During research it is observed that a person with greater financial responsibilities yields aggressive workaholism. To meet their purpose, workaholics generally tend to work harder and longer. Single parents because of their increased responsibilities try to increase their working levels as compared to others. Due to weak marital laws in Pakistan, a single parent needs to bear all responsibilities of his/her children unlike foreign countries which enforce both the separated partners to share their duties. Females with married children also yield to have free time to work professionally. Culture also plays a vital role in this regarde-gin Peshawar a general approach of women is to stay at home and serve their families instead of taking some time out for herself.

Workaholism develops by just taking work as a hobby but later itbecomes a habit and addiction. The evaluation revealed that workaholics consider their work a priority over other things without realizing how adversely this approach is affecting them. Few of them accepted the fact and have shown willingness to change or compromise while some of them didn't accept the fact that their attitude is spoiling their personal and private life.

It is thus, concluded that overall performance achieved by workaholism is either just satisfactory or below average. Because of their over working habits they sometimes do irrelevant workduring the working hours which ultimately results in late submissions. Another interesting finding reveals that most of the workaholics are from the

background who wanted to make money out of their hobbies. Due to their interest in their work, they often prefer that over other things in life. This give them pleasure and contentment. This trend is mostly seen in international non- government organizations.

Generally, workaholics are considered those individuals who extend their working hours and tend to invest more time in their work. The research, though, proved the concept to be a mere misconception. During research it was observed that workers who work in their scheduled time slot also act as workaholics. Various factors are involved which influence one to act this way including future worries, jealousy, professional consciousness etc. The trend is common in private organizations where promotions and incentives are based on performance and devotion. To get the purpose, workaholics generally work extremely hard to show their devotion and excellence in front of their superiors.The results could not find anything eminent with regard to person's brought up. It all just happens because of an individual's own choices and preferences.

Gender, doesn't reflect any noticeable additional implications. A slight difference though can be recognized from graphs. It was also observed that married persons seem to show more workaholism as compared to singles. The difference however isn't very clear but still it reflects the real life conditions in our society. Having more financial dependents also forces a person to drive towards workaholism.

All these impacts on one's professional life, also influences one's personal life in a negative way. A workaholic person generally faces a lot of health issues and fatigue. Getting less time to get relax and with exhaustive working hours, a workaholic tends to give very little time to family and friends. As humans are considered social animals, they need to interact with other members of the society to share and learn. Workaholics with their obsession are not able to socialize at all.

IMPLICATIONS OF FUTURE RESEARCH

The research was conducted at a limited scale with few inputs in hand. Access to many organizations was also restricted. The study thus can assist future investigators studying the workaholic's attitudes, reasons and reactions in the perspective ofculture and traditions of Pakistan.

The concept is exceptionally wide with many details yet to get unveiled. When studiedin-depth with more resources it will surly help organization in better management of their human resources. The multinationals can also benefit from the concept as this will guide them through the ways of dealing with this particular mind set especially in, KPK, Pakistan.

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