

**WORKAHOLISM AS A PREDICTOR FOR WORK-FAMILY CONFLICT WITH A
MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP AND
MEDIATING ROLE OF EMOTIONAL INTELLIGENCE: AN EMPIRICAL
STUDY IN THE CALL CENTERS OF PAKISTAN**



AZZAM INAYATULLAH SHAMSI

01-395202-003

A thesis submitted in fulfillment of the
requirements for the award of the degree of
Master of Sciences (Management Sciences)

Department of Management Studies

BAHRIA UNIVERSITY ISLAMABAD

February, 2022

Approval for Examination

Scholar's Name: Azzam Inayatullah Shamsi

Registration No. 01-395202-003

Program of Study: Master of Sciences (Management Sciences)

Thesis Title: Workaholism as a predictor for Work-Family Conflict with a moderating role of Transformational Leadership and Emotional Intelligence as a mediator: An empirical study in the call centers of Pakistan

It is to certify that the above scholar's thesis has been completed to my satisfaction and, to my belief, its standard is appropriate for submission for examination. I have also conducted a plagiarism test of this thesis using HEC prescribed software and found similarity index _____% that is within the permissible limit set by the HEC for the MS degree thesis. I have also found the thesis in a format recognized by the BU for the MS thesis.

Principal Supervisor's Signature:

Date: _____

Name: _____

Author's Declaration

I, Azzam Inayatullah Shamsi, hereby state that my MS thesis titled “**Workaholism as a predictor for Work-Family Conflict with a moderating role of Transformational Leadership and Emotional Intelligence as mediator: An empirical study in the call centers of Pakistan**” is my work and has not been submitted previously by me for taking any degree from this university “Bahria University Islamabad” or anywhere else in the country/world.

At any time if my statement is found to be incorrect even after my graduation, the University has the right to withdraw/cancel my MS degree.

Name of scholar: Azzam Inayatullah Shamsi

Date: 16-04-2022

Plagiarism Undertaking

I, solemnly declare that research work presented in the thesis titled “**Workaholism as a predictor for Work-Family Conflict with a moderating role of Transformational Leadership and a mediating role of Emotional Intelligence: An empirical study in the call centers of Pakistan**” is solely my research work with no significant contribution from any other person. Small contribution/help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero-tolerance policy of the HEC and Bahria University towards plagiarism. Therefore, I as an author of the above-titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred/cited.

I undertake that if I am found guilty of any formal plagiarism in the above-titled thesis even after awarding of MS degree, the university reserves the right to withdraw/revoke my MS degree and that HEC and the University have the right to publish my name on the HEC / University website on which names of scholars are placed who submitted plagiarized thesis.

Scholar / Author’s Sign: _____

Name of the Scholar: Azzam Inayatullah Shamsi

Dedication

Dedicated to:

The sake of Allah, my Creator, my Master, my ultimate Guide;

My great teacher and messenger, Mohammed ﷺ, who taught us the purpose of life;

My Muslim brothers and sisters, who carry the flame of the truth;

My homeland Pakistan, the warmest womb;

Bahria University; my paramount learning ground;

My grandparents; whose ever-shining source of wisdom and affection knows no bounds;

My great parents, who never stop giving of themselves in countless ways;

My friends, who leads me through the valley of darkness with light of hope and support;

My siblings, who stand by me when things look bleak,

And to all others in my life, giving it more meaning.

Acknowledgements

In the name of Allah, the Most Gracious and the Most Merciful

Alhamdulillah, all praises to Allah SWT for his limitless mercy, uncountable blessings and His divine assistance in making me able to complete this thesis.

I would like to express my sincerest gratitude to a number of people for their constant guidance, support, and assistance throughout this venture.

My eternal gratefulness to my supervisor Dr. Harris Laeeq for the motivation, encouragement, lightheartedness, consideration, for our amusing anecdotes, and most importantly putting his trust in me for making this possible.

My wordless gratitude to my sincerest friend, a true imparter of brotherhood, Kamran Bhai; in holding my hand in overcoming all the many obstacles, enlightening me not only academic knowledge but with sublime advices as well, which I will bear in my heart and mind till the end of days.

My highest appreciation to my younger brother Hisham Inayatullah Shamsi for this accomplishment.

A special thanks to the members of Birds of Bahria for uplifting my spirits in difficult times and giving me the energy to keep moving forwards.

And above all my most respected parents for making me capable of becoming who I am.

Abstract

The aim of this study was to check if workaholism has any impact on personal or professional life of call center agents. Another aim of this study was to check if transformational leadership has any association with the other study variables and if there is any moderation role of it. Sometimes people are compelled to overwork due to the fear of losing their jobs while others work passionately and consider the extra work as a challenge to push themselves beyond their limit in order to make their dreams come true. The study was conducted on the call center agents of several companies and the overall responses of 200 participants. The sample size amounts to 200 for which the purposive sampling technique was used. A survey research approach was following which involved the utilization of self-administered questionnaires to collect data from respondents. To test the proposed hypotheses, the SPSS software was used to run descriptive statistical analysis and correlation analysis on the collected data. The results of the present study indicate that the influence of transformational leadership on workaholism and work-family conflicts plays a significant role. Emotional intelligence was found to be insignificant which shows partial mediation and a significant indirect effect on the relationship of workaholism and work-family conflict.

Keywords: Workaholism, overwork, work-family conflict, work-life imbalance, transformational leadership, emotional intelligence

Table of Contents

Approval for Examination	ii
Author’s Declaration.....	iii
Plagiarism Undertaking.....	iv
Dedication	v
Acknowledgements	vi
Abstract	vii
CHAPTER 1	1
INTRODUCTION	2
1.1 Background	2
1.2 Gap Analysis	5
1.2.1 Gap from top Journals	5
1.2.2 Contextual Gap (Problem in Pakistan’s context)	6
1.3 Problem Statement	7
1.4 Research Questions	7
1.5 Research Objectives	8
1.6 Significance of the Study	8
CHAPTER 2	10
LITERATURE REVIEW	11
2.1 Background	11
2.2 Work-Family Conflict (Dependent Variable)	12
2.3 Workaholism (Independent Variable).....	13
2.4 Emotional Intelligence (Mediator).....	14
2.5 Transformational Leadership (Moderate Variable).....	14
2.6 Workaholism (WHA) and Work-Family Conflict (WFC).....	15
2.7 Transformational Leadership and Workaholism.....	16
2.8 Transformational Leadership and Work-Family Conflict.....	17
2.9 Emotional Intelligence and Work-Family Conflict.....	18
2.10 Underpinning Theories.....	19
2.11 Theoretical Framework	20
2.12 Conceptual Framework	22
CHAPTER 3	23

RESEARCH METHODOLOGY	24
3.1 Research Paradigm.....	24
3.2 Type of Research.....	24
3.3 Research Approach	25
3.4 Instruments.....	25
3.5 Data Collection Method	26
3.6 Unit of Analysis	26
3.7 Population	27
3.8 Sample and Sampling Strategy	27
CHAPTER 4	28
RESULTS	29
Chapter 5	34
CONCLUSION	35
Future Directions.....	36
References	37
ANNEX-A	40
ANNEX-B.....	42
ANNEX-C.....	44
ANNEX-D	46

LIST OF TABLES

Table No	TABLE DESCRIPTIONS	Page #
Table 1	<i>Descriptive Statistics of Variables</i>	29
Table 2	<i>Correlation Matrix of Variables</i>	30
Table 3	<i>Model Summary for Variable Significance</i>	31
Table 4	<i>Mediation Analysis</i>	32
Table 5	<i>Moderation Analysis</i>	33

LIST OF FIGURES

FIGURE NO	FIGURE DESCRIPTIONS	Page #
Figure 2.1	Conceptual Framework of the Research Study	22

CHAPTER 1

INTRODUCTION

Workaholism is one's pernicious drive to work. The term was first coined by Wayne Oates in 1971. Primarily, this urge was deemed as detrimental as alcoholism; therefore, it was suggested by Oates himself to name it workaholism. It is also known as work addiction, a type of high work investment characterized by an obsession with work and a strong desire to engage in work-related activities as a result of an uncontrollable internal urge (Loscalzo & Giannini, 2017). Later, its definition changed when not only the symptoms of damaged mental, physical, and social health emerged, which are a typical result of alcoholism, but also peculiar traits which comprise a workaholic profile surfaced too. This easily broadened dimensions of workaholism – therein, its association with behavior and mental wellbeing – is proposed to have a drastic effect on both, personal and professional lives of many people. Employees experiencing burnout are also more likely to suffer from a variety of physical health issues, according to studies (Bakker, Demerouti & Sanz-Vergel, 2014; Park, 2020). Workaholism also has a negative influence on organizations, according to (Mazzetti et al., 2016), because performance is lower than predicted. Workaholism affects not just the workplace, but also the personal sphere, harming family balance. It is hence problematical not only for undergoing individual himself, but also others around him suffer the consequences directly or indirectly; such as employers, families, and ultimately society altogether.

1.1 Background

Work–family conflicts (WFC) are a measure of how much one's job interferes with one's personal life (Allen et al., 2020). It is a main concern at workplaces. A conjecturer between work and family conflictions. Its effects can either be seen as constructive or

destructive; or in other words, positive or negative. In recent years, researchers' interest in workaholism has risen (Clark et al., 2020). Generally, it has been observed to be damaging to one's physical and mental health. But on the other hand, another observation has also been made that some workaholics are satisfied and content with their work. They do not seem to worry about their mental and physical fitness. In such a case, they undertake their work not only as imposed work, but instead turning it into a passion. An eager work passion is sought to be related to certain parts of work engagement, whereas a compulsive one drives one to workaholism. (Király, Morin & Aro, 2021).

Studies have focused on its negative consequences, arguing that they should be avoided as much as possible because they result in more drawbacks than benefits (Balducci et al., 2020). Some people intentionally become workaholics to challenge themselves. They wish to push themselves, utilizing their abilities and skills to the fullest in order to achieve life-long goals. It has also been noted that the international competitive atmosphere in which modern businesses operate encourages extended working hours and workaholic behaviour (Balducci et al., 2020). Therefore, they pay a cost of sacrificing their comfort-zones, their time with family and friends, and most importantly their lone time. All of the aforementioned just so they can make progress in life. For those lacking emotional intelligence, it becomes difficult. On the other hand, some people are not so much sentimentally agitated doing so. It is so because their aspirations, ambitiousness, determination, and strong-willingness overpowers them. They ought to fling themselves across all hindrances. However, what is more, one can be driven to work oneself over either by force or by compulsion, i.e., against one's desire. In the latter case, workaholic people become a part of facing mental and physical risks (Brummelhuis, 2017). Under these circumstances, one can become a victim of many metabolic syndromes i.e., a cluster of diseases which include heart strokes, diabetes, high blood pressure, body fat, and abnormal cholesterol levels. The damage done by any of these ailments is irreversible and sooner or later becomes life-threatening. Three things form a basis of understanding for what stimulates workaholism in individuals in organizations. These are the culture, environment, and leadership style of that respective organization. The driving factors behind workaholism can easily be understood to keep these aspects in view. Firstly, the cultural setting of any organization induces the exponentials of being tardy or active in organization

tasks. Collective values, expectations and practices guide the employees in their proceedings. Secondly, the surrounding institutions or forces also compel an organization to perform in a certain way. All the while rechanneling its resources or re-strategizing its operations. And thirdly, the leadership style is a core consideration when managing people. All these aspects combined, shape the overworking or non-overworking nature of the employees of an organization.

Taking further into account the leadership style. Any job or task at hand can be simplified and made easy with the help or correct supervision by a leader, such as the nerve-racking phenomenon of overwork. With correct guidance, excess strain on one's physical and mental health can be avoided to a great extent. Adhering to this, prosperous businesses have kept a keen eye on leadership styles. The reason being that, since leaders are in command and their job is to lead others. Using their expertise, they can aid their subordinates in overcoming any obstacle which they may face. We know that "to get things done" would be the bottom-line slogan of any organization. However, if the respective assignments of employees undertake a different perspective rather than making the defined tasks a burden, it would generate a sense of self-accomplishment within employees, boosting their esteem and feeling appreciated. If the tension of meeting deadlines is lessened or eliminated, the compulsion of working could be transformed into a passion. Martin (2020) said, "It is not the hard work which affects the health of the workers but it's the attitude of the leaders who are focused on deadlines and so the organizational culture will be the reason of their stress". Transformational leadership can help boost self-esteem, broaden the canvas for self-recognition, increase self-acceptance, strengthen self-autonomy, and make more room for personal growth in followers. (Boberg, J. E., & Bourgeois, S. J., 2016). Work-Family Conflict is stated as an inter-role conflict. One's work and family life act as repulsive forces which create pressures, making it tough to choose or prioritize the two (Kahn et al., 1964). The term "workaholism" a blend of the two words "work" and "alcoholism". It can be defined as to engage in surplus work apart from the assigned. And such people who undertake this extra work are named as "workaholics". Workaholism in many cases becomes an issue. Eventually, one ends up compromising one's personal life over job requirements. But a question can arise. Do workaholic people enjoy their work or not? The answer to this question can be turned into an extensive discussion. Nonetheless,

they go by at the expense of giving up their comfort zones and quality time with their family. It was first quoted by Oates (1971) as the tendency to work without any underlying necessity. In some cases, it can also be interpreted as an addiction leading to serious ailments and also disturbs the balance between professional and private life. In another perspective, the drive to succeed or to get away from emotional distress; working apart from the norm could be the only escape. But such an excuse can be quite risky in the long run.

1.2 Gap Analysis

Generally, workaholism is assumed only as something negative. However, only basing it on a handful recommendations, it cannot be justified that it has only negative impacts (Clark et al., 2016). Happy and satisfied workaholics exist too. They are passionate people with huge dreams and great aspirations. Their performance encourages and inspires others. Accomplished people spiritually integrate themselves with their work. Some of them have even established a profound connection with their work. They proceed with their work and private life while simultaneously balancing the two. And if the organizational environment is supportive and has proper policies, the employees will easily manage their work and life commitments (Friedman, & Lobel, 2003).

1.2.1 Gap from top Journals

Khan et al., (2020) have stated that there is not sufficient evidence to help understand the impact of transformational leadership. It is recommended by the authors to check other mediators between employees and transformational leadership while keeping view emotional stability and trust. Malissa Ark (2020) explained that changes in technology are at a rapid progression and employees seem highly responsive towards innovations. To stick to these technological trends in the form of possessing high-end smartphones or being provided computers for office work ends up becoming a desire. Everyone wishes to adapt accordingly. Therefore, the shifting states of technological advancements also positively

influence the working capacity of employees, even while overworking. Additionally, the relationship between workaholism and personality traits was examined where The Big Five Personality Traits (Agreeableness, Openness, Extraversion, Conscientiousness and Neuroticism) were under examination, followed by their possible linkage with workaholism. Neuroticism, Extraversion and Conscientiousness displayed a positive connection with workaholism while Agreeableness showed a negative one. Realizing the effects of workaholism on organizational performance is still ongoing where more research is required pertaining to the perspective that how motivating employees can be increased to make them fully engaged in their work. Here, it was found that if a particular leadership style is embraced which involves a considerate, supportive and appreciative behavior, a constructive outcome is the result. Quantitative research on the relationship between Flexible Work Arrangements (FWA) and Work-Family Conflict (WFC) was conducted by Beigi, Shirmohammadi, & Stewart (2018) where they developed moderator themes (Time Management Skills, Boundary Management Preferences, Nature of the Academic Job, Career/Family Stage, Workplace Culture) which can moderate the relationship between FWA and WFC. The gap reported the effects of FWA on WFC and the role of the moderate variables identified are recommended by the authors. Business organizations which offer flexible natured jobs pose no hinderance for employees in managing work-family balance. Hence, lesser conflictions arise. Another significance in the study was to observe the effect of work-family conflicts in people who are not yet married or committed to any such acquaintance Three other important variables were recommended while exploring the effects of FWA.

1.2.2 Contextual Gap (Problem in Pakistan's context)

The available literature was found limited indicating that further exploration is needed. Further, recommendations suggested that the two-fold effect of workaholism needs more understanding i.e., under the influence of desire or pressure. Transformational leadership on the other hand, is proposed to stimulate the relationship in the existing culture. Remunerations in the form of compensations and incentives, and motivation through encouragement and appreciation, will innately improve productivity. Additionally, in call center agencies of Pakistan, workaholism verily exists. This research therefore, aims

to distinguish if the effect is positive or negative. It would also help better understand how workaholism impedes their work-family life. Three variables will be part of the study to examine if Workaholism (as an Independent Variable) has any impact on Work-Family Conflict (as a Dependent Variable) and how Transformational Leadership (as a Moderating Variable) can play its part. Tahir, Sania; Aziz, Saadia (2019) investigated the mental-health of the employees in different organizational sectors of Pakistan. Workaholism according to them to them, was found positively correlated to work-family conflict. What is more, workaholism is rising increasingly in organizations of Pakistan. Hence, authors suggest more research on the subject to raise awareness. A balance between personal and professional life is crucial for one's well-being. Services of counselors should be availed by the managing personnel to assist affected employees improve their lifestyle and health.

1.3 Problem Statement

Workaholism is a common practice in various call centers of Pakistan either by force or by own choice. Although, the normal working hours are 40 per week, employees push themselves for overtime work, yet their work is not always reckoned by the management. The conventions followed in these call centers make it difficult for employees to maintain a balance between their personal and professional lives. Another observation is that it induces mental stress propagated by the fear of losing the job, the non-availability of other opportunities, and these worries also drive them towards work-family conflicts. In some cases, chasing after deadlines or staying late in the office for getting extra remuneration also becomes the cause. The outcomes hence, is faced not only by the individual him or herself, but also by their families who get to spend less time with their breadwinner. Due to these reasons, for some, workaholism can be distressing while others pave the way for themselves towards glory. Whatever the case may be, the consequences seem impeding. Hence, the absence of right leadership qualities hinders the employees in setting themselves in the right direction. With the correct choice of the leadership style, the likelihood of the resolution of work-family conflicts could be a possibility.

1.4 Research Questions

- Is workaholism a predictor for Work-Family Conflict in for call center agents of Pakistan?

- Is there any moderating role of Transformational Leadership (TL) between Work-Family Conflict (WFC) and Workaholism (WHA)?
- Will Transformational Leadership effectively change forceful overwork into a willingly undertaken job?
- Will emotional intelligence act as a mediator between Workaholism (WA) and Work-Family Conflict (WFC)?

1.5 Research Objectives

- To examine the effects of Workaholism on the physical and mental health of the call center agents of Pakistan.
- To understand if overwork undertaken by the call center agents is either by a compulsion or passion
- To investigate how Transformational Leadership can help lessen the workload of employees of the call centers of Pakistan.
- To study the moderated role of the transformational leadership in buffering the effects of workaholism and work-family conflicts of the call center agents of Pakistan.
- To study the mediating role of emotional intelligence between workaholism and work-family conflict.

1.6 Significance of the Study

Workaholism has dichotomic effects. However, it needs to be determined how it will influence Work-Family Conflict. The distinction of the present study lied in exploring the relationship between the moderating role of the transformational leadership between workaholism and work-family conflicts. To find out whether leaders can or cannot help employees in controlling their personal conflicts cause by their work, whether they can or cannot help in establishing a sense of balance between their work-family life. It can in turn be beneficial for both because "a happy employee is more innovative and productive". A conciliation would assist in the improvement of the mental and physical health of employees. A possibility of changing a compulsion into a passion can also be the outcome. Since many people live adhering to a collectivistic culture where the joint-family system is

a norm. In such a system, spending time with one's loved ones is crucial. Therefore, in order to satisfy both, their employers and families, a dilemma arises. Undermining any one of these always leads to disputes. Here, the conflict will be of the interest under two perspectives i.e., the Family-Work Conflict and Work-Family Conflict to understand which one was is being compromised because of workaholism. A presence of the correct form of leadership style will help in the resolution of these conflicts. All the more, transformational leaders can step forward to support employees in overcoming this push and pull.

CHAPTER 2

LITERATURE REVIEW

2.1 Background

Different individuals have different goals and priorities in their day to day lives, based on which they conduct their activities. Each of these goals, lifestyles, and priorities are stimulated through certain motivations and impulses that may lead some people to get addicted to their work.

Presently, we are mimicking such people as well. We consider ourselves enthusiastic new researchers who spend a lot of time in finding and reading research articles. We try to understand concepts and review previous findings. This too, is time consuming which can give us a glimpse of what workaholic people are really like.

This workaholic state of mind can have harmful effects on the mental and physical health of the workers because it may ultimately lead one to perform beyond their working capacity. The workaholic mindset may arise due to the influence of other individuals to strive for more. The current research study focuses on the effects of transformational leadership on the workforce who conduct their activities in a workaholic working environment. Based on the results of various researches, it has been evident that a workaholic individual overtaxes and overworks beyond his/her capacity which leads to health issues and work-family conflicts. The workaholic mindset may be influenced by social and familial circumstances. According to the study of Lee (2007), due to lower wages in certain industries, employees engage in extra work hours and shifts to manage their financial burdens and expenses. Based on the study of Zhdanova et al (2014), the individuals who overwork are known to suffer from health condition, such high cholesterol levels, high diabetic levels, anxiety and nervousness, high blood pressure, and many other harmful health conditions. During the present era across the globe, many organizations

motivate their employees to engage in extra shifts because they will be compensated for their extra performance. It is only natural for a human being to capitalize on such lucrative opportunities to work some more for financial benefits. In contrast, some individuals willingly perform extra duties and work extra hours because they are addicted to their work and they find joy through their labor. According to Hamington & Cooper (1997), it has been difficult to determine the harmful effects of workaholism on those individuals who voluntarily overwork themselves.

The basic definition for workaholism was defined in 1971 by Wayne Oats. According to him, workaholism is an uncontrollable necessity of an individual to overwork. The naming of 'workaholism' is based on the addiction known as 'alcoholism'. An individual with a workaholic mindset ignores the harmful effects on his health and works excessively. According to Tavis (2005), workaholism can be influenced by external compulsions or mental need to engage in work. Both factors of workaholism lead an individual to compromise on their social and familial values due to the lack of time management and work-life balance. The concept of work-family conflict is a bilateral condition in which the issues may arise from work to family or family to work. The inception and recognition of work-family conflict is set to be dated back to the period when the global work environment was shifted from the manual labor to the advent of machinery and industrialization at the end of the 1900s.

2.2 Work-Family Conflict (Dependent Variable)

There is a difference between the concepts of work-family conflict and family-work conflict. Individuals suffering from the work-family conflicts are committed to their work conditions and obligations which need to be fulfilled in a timely manner to meet deadlines. This causes some people to overwork which results in the sacrifice of time allotted to familial and social obligations. Alternatively, individuals involved in family-work conflicts are burdened by their home-life obligations and social roles because of which they cannot focus on their job obligations and complete their work tasks due to the lack of proper management. These conflicts and conditions have dated back to the research of Kahn (1964), according to whom, the lack of proper balance between work and family activities causes individuals to suffer from various health conditions. The Work-Family conflicts arise because of three main causes which are time, behavior, and strain. The time-based,

work-family conflicts arise when the workers are unable to meet the deadlines for their jobs and duties and also, they are unable to find time for their family. Strain-conflicts arise when the worker is faced with burdening strain from both the work and family sides and behavior-based conflicts come into play when the worker is unsuccessful in giving full attention to either his/her work or his/her family.

2.3 Workaholism (Independent Variable)

The individuals who perform in extra working hours regardless of the motivation, compulsion or influence are categorized as workaholics (Balducci, 2018). The origination of the term 'workaholism' stems from the study of Wayne Oates in the year 1971. According to him, workaholism is the necessity of an individual to work in an uncontrollable fashion and the workaholic individual is addicted to his/her work. Based on research of many scholars, the effects of workaholism vary from study to study. Some scholars have determined that workaholism leads to negative and harmful effects on the human condition and health and other scholars have stated that workaholism leads to work-family conflicts due to which individuals have issues in their home-life. Some researchers have also suggested that workaholism has positive effects on employees. The addictive nature of workaholism causes people to over work (Sorensen & Feldman, 2007), and in return it leads people to harmful health effects because of which people enjoy their work tasks and job activities less (Aziz & Zickar, 2006). Due to the influence of working under compulsion, individuals are involved in an environment where there is constant stress, nervousness, and anxiety which leads people to prioritize their work instead of their familial values. On the other hand, some people willingly engage in their work (Taris, 2005) and the burdening job requirements and duties causes stress among the workers (Hobfoll, & Shirom, 2000). According to the research of Ganster & Rosen (2013), an individual who overworks because of job obligations can suffer from cardiovascular diseases based on the findings of Allostatic Load Theory. Various other studies have also been conducted to see if there is a correlation between joy and work. According to Spurgeon (1997), happy workaholics exist when workers voluntarily sit in their work environment for extra hours and engage themselves in extra work. On the contrary, people

suffering from health conditions because of overwork are only doing so because they are influenced by motivations that can benefit them in the long-run

2.4 Emotional Intelligence (Mediator)

Daniel Goleman coined the term "emotional intelligence," which consists of five essential components: self-awareness, motivation, empathy, self-regulation, and social skills. If someone has a healthy sense of self-awareness, they are aware of their own strengths and shortcomings, as well as how their actions influence others, and they are able to express their emotions with restraint and control. Self-motivated, resilient, and driven by an inner ambition, rather than being affected by external influences such as money or prestige, people with high emotional intelligence are self-motivated, resilient, and driven by an inner ambition. There has been a surge in interest in the development of emotional intelligence through the college experience in the previous 10 years. Interpersonal skills, personal leadership, self-management, and intrapersonal abilities are among the four competency categories that students must develop in the mixed-model approach. In addition, the model includes a problem competency area that includes skills such as aggression, respect, and change orientation, all of which are likely to generate problems for kids. According to the findings, there are a few gaps in the research that directly or indirectly affect an employee's emotional intelligence at an individual level in an organization or at work. Personal characteristics such as a person's level of empathy could be used to assess their emotional intelligence. Job satisfaction, task performance, work attitude, variation in occupational groupings, and work-family problems are among the gaps depending on an individual's employment that the study focused on.

2.5 Transformational Leadership (Moderate Variable)

Based on the study of Situational Leadership Theory model, the definition of a leader is an individual who helps their subordinates adopt the designated and required skillsets for the working environment and leadership qualities are situational based according to the circumstances. It is an important duty for a leader to monitor and

understand the concept of workaholism and overworking and the proper understanding and awareness regarding the workaholic atmosphere is stressed upon. Through the proper conveyance of information about workaholism to subordinates, a leader can earn the trust of his/her subordinate which in return can make the overworking process easier and can cause less harmful effects on the health conditions of overworking employees. Many organizations opt for situational leadership because these kinds of leaders focus on the wellbeing and motivation of the employees instead of deadlines and tasks due to which the workforce actively participates in their duties with passion. According to Dr. Daren Marten, “It is not the hard work which affects the health of the workers but it’s the attitude of the leadership who are focused on the deadlines and so the organizational culture will be the reason of their stress”. Due to the concept of Transformational Leadership, individuals can enhance their level of self-autonomy, self-growth, self-acceptance and actualization, and the development of social values. Based on the evaluation of Khan et al (2020), by integrating transformational leadership, leaders were able to explain the reason of unconstructive performance of employees. The scholars further suggested that the mediation of emotional stability and trust should be evaluated between the relationship of transformational leadership and workers. The moderating roles can also be assigned to successfully evaluate the relationship between transformational leadership and workers.

2.6 Workaholism (WHA) and Work-Family Conflict (WFC)

A workaholic mindset is considered as an unsettling behavior which off-puts healthiness and disrupts relationships. It becomes unmanageable for workers give proper to their work or families, considering that they are only doing their current job to provide for their family. In a collective and joint society, it is important to maintain a healthy balance between an individual’s work and their family in order to succeed in both realms. An employee only works for the benefit of his/her family and their personal and financial requirements. Workaholism is known to generate work-family conflicts, whether the workaholic mindset is set willingly or involuntarily. According to studies, some workaholic individuals have less significant family support due to the strain of their jobs and its impact on the family members, while at the same time, some workaholic individuals have hugely significant family support because the family members want to support the employee in

hard times. According to Bakker (2009), there exists a direct-crossover relationship between satisfaction and work. Based on the study of Huke (2013), a general level of stress is always aligned with a workaholism however, when occupational stress is associated with workaholism also, work-family conflicts and issues arise. The current study focuses on the operators in call centers throughout Pakistan, where workers are unable to give the appropriate time to the social values and familial relationships due to overworking and irregular working hours. These call center employees tend to start working late at night until dawn and sleep throughout the day. Due to these reasons, they are unable to stay up with their families and friends and have a healthy relationship by spending quality time. It is the job of the leadership to bring awareness about the issues and sort them out.

H1: Does workaholism act as a predictor in regards to work family conflict for the agents of call centers of Pakistan?

2.7 Transformational Leadership and Workaholism

According to research of Andreassen (2013), workaholism does tend to lead towards work-family issues and conflicts. The executives and management leaders can influence, motivate and build the morale of their workforce by indulging them in various activities that can bring about joy and motivation such as co-circular, activities, sports activities, family fares and events, and seminars where the workforce are made aware about the stress related to work and in order to relieve these stresses, they should communicate and spend time with their families and friends. It is the duty of a good leader to be able to evaluate the understanding of their employees and the level of motivation they currently have. In accordance to these levels, they should motivate their employees and help them perform effectively for the betterment of the organization. In Pakistan, Transformational Leadership needs to take an active part because the employees working in call centers have highly irregular working hours and in addition rotating shifts are also introduced which causes the day-to-day schedules of the employees to be highly irregular. The leaders in such environment should introduce flexible hours that are appropriate for the workers and can help them maintain their personal and social life instead of just investing all their time to their work which can be unhealthy. Key Performance Indicators and flexible timeslots should be introduced, along with thorough performance appraisal of the extra hours should

also be conducted to give the employees the proper and fair compensation for the performances. In transformational leadership, the leaders should build an interpersonal relationship with their employees and should be sensitive and approachable towards their workers for an effective work environment. Innovative ideas should be encouraged to bring about a sense of an engaging work atmosphere. In the work-family conditions, it would be the job of the transformational leader to convert the compulsion of working of the employees into passion for working to harbor better results. A transformational leader should have the proper traits, tools, knowledge and mindset to engage with his workforce and the lack of such instruments may cause the leader to be just another hindrance in the employee's eye.

H₂: Does transformational leadership have an impact on workaholism?

2.8 Transformational Leadership and Work-Family Conflict

Many employees and workers are not passionate and joyful when it comes to working overtime and it is the duty of their leaders to motivate and attract them towards extra work hours when in the long-run, are beneficial for the organization. The common observation regarding a leader is known to be as that a leader's only job is to achieve the goals of the organization and monitor the employees. However, a good leader with the attributes of transformational leadership understands the mindset and thinking of his/her workers, their relationship with other employees and their social situations in order to resolve any impending issues. A transformational leader must have a certain degree of influence on his/her employees and must leave a positive impression. So, in the work-family conflicts, if the family work-family balance of the leader is great, the employees will also strive to have a better work-family balance. Further measures can be taken by the leader by having informal communication with his/her employees to listen to their problems and help them resolve their issues. According to Michelle (2015), leaders can conduct sittings with their workers and listen to them and offer recommendations about certain health groups and even discuss future business strategies to keep the employees engaged and motivated. The leaders and managers in call centers across Pakistan should observe, monitor and understand the issues and problems revolving around their workforce. The working hours of call centers in Pakistan differentiate highly from the standard 9 to 5

due to which the workers tend to have irregular schedules and overwork. These conditions are not feasible for many workers especially for the female employees. In the cultures across Pakistan, female employees are mostly restricted from working night shifts and due to the lack of the flexible working hours in call centers; the female workers have a tough routine. This brings down the overall performance of the firms. It is the job of the transformational leaders to provide opportunistic scenarios for their workers for better performance and help and support them during their working hours and even outside the working hours. If an employee is suddenly feeling demotivated and lacks the ambition to perform their duty, it is the job of the leader to find the issue and help resolve the issue for the employee through counseling, training, or an open-ended communication and helping hand.

H3: Does transformational leadership have a moderating role in the relationship between the workaholism and work-family conflict?

H4: Does transformational leadership convert the compulsion to overwork into a passion?

2.9 Emotional Intelligence and Work-Family Conflict

Work and family are essential components in every person's lives and it demands a great deal of self-efficacy, EI, time, and energy spent in managing multiple responsibilities. Researches during the last twenty-five years have tend to explore and provide better understanding by various ways in which family and work roles impact one another (Biggart, L., et al., 2016). In addition, work and family roles can also have a meaningful impact on psychological well-being and satisfaction. But unable to attain such well-being produces conflicts in family and giving rise to WFC and FWC within the partners. The facility to perceive, recognize and control emotions is a primary part of EI.

Veluchamy (2021) proclaims that emotional intelligence plays a vital role in this sector to identify the difference among diffused and specific identity in the work-life balance. People tend to surround themselves with the same occupational instincts which restricts them to have diversity leading to an overlap in the behavioral pattern.

H5: Does emotional intelligence assist in reducing work-family conflicts?

2.10 Underpinning Theories

The effects of workaholism differentiate from individual to individual. In some cases, employees may voluntarily overwork because it brings them a sense of joy or they are passionate about their jobs so they overwork. In other cases, overworking is a compulsion that leads to workaholism because of which the employees are involved with various health conditions. During the reign of the Roman Empire, people used to work and overwork until they have an appropriate amount of food to feed themselves and their families. But throughout the years, the basic concept of workaholism only changed to a minute degree regardless of the source of motivation behind concept. In order to properly understand the variable of Workaholism in research terms, many paradigms and examples will be reflected in the research study. According to the Addiction Theory, it will be research upon whether the condition is the cause of a medical ailment or a psychological characteristic. According to previous research, a medical condition is associated with an individual who is addicted to manual labor and physical work because the somatic sensations of the individual influences the worker to perform for extra hours due to which the individual feels joy. On the other hand, the psychological condition states that the workaholic individuals feel emptiness if they are not engaged with their work. Based on the study of Learning Theory, various models were studied which are social learning theory, operant theory and classical conditioning. According to operant learning theory, basic needs and desired motivations and outcomes lead workaholics to be addicted to their work so that they can finance their optimal lifestyles. According to the family system theory, the work-family conflicts are studied and many families are observed. The end result determines that each family has their own set of defined principles and systems and when an individualistic input is given that is different from the entire family system, disruption occurs. Due to this, workaholism is defined as a familial issue because it brings about family conflicts and health issues which the family members have to tend to and mend. According to Kwak et al (2018), workaholism can create rifts between husbands and wives and relationship gaps between children and their parents because the parents are working all the time. The basic principles of work-family conflicts were set by two theories with are Border Theory and Boundary Theory. According to the Border Theory, measures need to be taken to solve work-family conflicts and employees need to be helped in order to

maintain a successful work and life balance. However, according to the Boundary Theory, the boundaries of work life and family life differentiate from one another and both have their own demands. Both these factors cannot be treated in the same manner. Transformational leaders are required to inspire their employees and help provide them with a platform where they can discuss and resolve their issues. These sentiments were shared by James Downton in 1973 and were expanded upon by James Burns in 1978. The methodology to measure and scale the transformational leadership level was provided by Bernard Bass.

2.11 Theoretical Framework

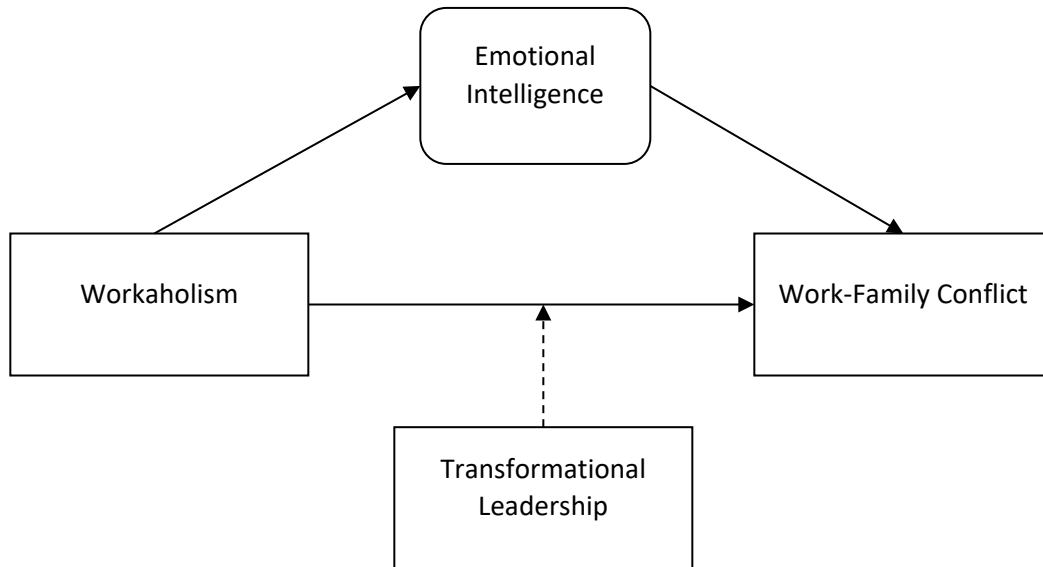
Individuals strive to be workaholics in order to enhance and improve their work abilities and get more experience to achieve their desired needs. The downside of being a workaholic is that they sacrifice their family life, social life and health. But workaholics do not consider these sacrifices a huge deal because they are passionate about their desires, fantasies and dreams and strive to achieve them. According to Brummelhuis (2017), workaholics chase their desired lifestyle but compromise their mental and physical health in the process. These health conditions come in the form of high diabetic level, high blood pressure, anxiety and nervousness, high stress levels, metabolism issues, cardiovascular diseases, etc. In a work environment, it is the duty of the management and the leader to be observant about the workaholism issue and bring proper awareness in the work environment. If any employee falls victim to workaholism, it is the job of the leader to properly guide him by managing his schedule through flexible hours to compensate his workaholic nature, make him/her aware of the negative effects of workaholism, and motivate him/her to live a life outside of work

According to the study of Gillet et al (2021), nursing staffs were studied under the factors of job satisfaction, family satisfaction and presenteeism. According to the results, nurses with a high level of work-family conflicts tend to feel less motivated to do their work and this brings their overall performance down as compared to the other nurses. Also, the high-level indication of presenteeism also raises the work-family conflicts because of which healthcare facilities and institutes are encouraged to work upon these negative factors to raise the family satisfaction levels and work performance levels of the nurses.

The unique attribute of the study is that it engages the moderating role of the transformational leadership variable. Through transformational leadership, work-family related issues can be monitored and resolved by the leaders and management. In terms of the call centers across Pakistan, transformational leaders can help resolve the work-family conflicts of the employees and garner better productivity and performance in the work environment. Flexible and appropriate working hours will help improve the mental and physical health conditions of the employees and relieve their stress. The overworking motivation of the employees will be changed from a compulsion to a passion which significantly increases the efficiency of the call centers. Pakistan has a collectivistic mindset and individuals tend to communicate and spend time with other individuals frequently. Through the transformational leadership, workers will have more time to maintain their social values which will decrease the work-family conflicts. The study will assess the multidirectional conflicts of the family-work issues and work-family issues to determine the impact of workaholism on these factors. With the presence of workaholism and the absence of appropriate leadership, workers will be in a predicament and will not be able to prioritize their work obligations and family life without proper guidance. Through transformational leadership, employees and workers can be guided to better distinguish between their familial duties and work duties and to maintain a proper balance between their roles. A low level of family conflicts will keep an employee happy and motivated to perform his/her duty without worrying about the home life. On the other hand, a low level of work issues will help a worker have less stress on his/her mind and keep him/her motivated to perform the work obligations for the sake of his/her family's personal and financial needs.

2.12 Conceptual Framework

Figure 2.1: Theoretical Framework of the Research Study



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Paradigm

I know that I know nothing (Socrates, 469/470 BC), according to the literature there is nothing which is complete or if one could say Socrates was also of the saying that his knowledge is nothing. If any research is able to answer the questions related to epistemology, ontology and axiology then it would be the best course of this research. The variables of this study are related to a practical problem of the industry and the prior theories and knowledge is available about this problem. Therefore, this is the knowledge chosen to study and analyze the hypotheses, so the research paradigm of this study will be falling under the functionalist paradigm. This functionalist paradigm is all about the practical problems in management or businesses with practical solutions to these problems which will be analyzed and proposed. Since it is a problem-oriented approach, literature was searched for studies which related to workaholism and its connection with work family conflicts and moderation role of the transformational leadership was also looked to play its role in order to bring down the conflicts and to clarify the concept of workaholism.

3.2 Type of Research

The quantitative approach was used to analyze, calculate and interpret the results. Numerical data was obtained based on the variables under study. The hypotheses were further tested statistically. Since the research was designed to find relationship between variables, the quantitative method was more befitting to establish a correlation.

3.3 Research Approach

This study was about the identification of the problem, developing its statement and further assessing the results. Firstly, the hypotheses were developed. Afterwards, the data collection was conducted for analyzing the hypotheses. Hence, the approach was a hypothetic deductive research approach.

3.4 Instruments

Workaholism Scale

The WorkBat scale was used for gathering data for Workaholism. It was developed by Spence and Robbins in 1992. This particular scale was utilized because the foremost emphasis was on to gain an understanding about the factors which lead towards working as a compulsion rather than passion. Both characteristics were scale measured simultaneously with enjoyment of work. It is a twenty-five-item scale containing three subscales where items 1-8 of were for measuring work involvement and possessing a reliability of 0.59. The second subscale ranging from items 9-16 measured the work involvement attribute of workaholism with a reliability of 0.68. Lastly, items 16-25 of the scale measured the work enjoyment aspect having a reliability of 0.73. In summation, the total reliability of the scale is 0.78.

Work Family Conflict Scale:

The WAFCS scale was used to measure Work-Family Conflict. It was developed in 2015 by Haslam, Filus, Morawska, Sanders and Fletcher. The scale consists of two subscales. The first subscale was used to measure the Work to Family conflict comprising of five items and the reliability value of it is 0.80. The second subscale which was used to measure the Family to Work conflict consists of five items with a reliability of 0.84 and an overall reliability of 0.80. This scale is validated by the authors. Four-item scale to measure the transformational leadership as the reliability of this scale is 0.84 and this scale was developed by McColl Kennedy and Anderson.

Transformational Leadership Scale

To measure effects of Transformational Leadership, the Transformational Leadership Inventory (TLI) was used. The TLI (Podsakoff, MacKenzie, Moorman, & Fetter, 1990) contains 22 items responded to on a 7-point Likert scale ranging from (1) Strongly Disagree to (7) Strongly Agree. However, four items composing the Fostering the Acceptance of Group Goals subscale were removed from the measure because the leader manipulation and task do not include any mentions of group-level goals. Additionally, five items composing the Contingent Reward subscale were removed because this subscale is intended to capture behavior that is typical of the transactional leadership style.

Emotional Intelligence Scale:

To measure the emotional intelligence, the scale of Chi-Sum Wong & Keneth S. Law which is of 16 items and a Likert scale of 1 to 5 and the Cronbach alpha value of 0.71.

3.5 Data Collection Method

The data was collected from employees of various call centers through personal visits and online surveys. The collected numerical data was then computed to analyze the hypotheses. The purposive sampling technique was put in motion to gather the data from the scales of WHA, WFC and TL. The purpose of this sampling technique was to collect the data from the call centers employees so true responses of the selected sample can be taken into account. Online surveys using Google Docs were conducted. The generated link of the questionnaire was sent to the respective employees of call centers under study. The participants were informed thoroughly about the objectives of the study before requesting for their responses. The data was gathered with informed consent. Research ethics were taken into account with due diligence to respect the confidentiality and privacy of the participants.

3.6 Unit of Analysis

Concerning about the variables of this study, the data was collected from the individuals of different companies of Pakistan which are having the call centers. This study was based on the observations on individuals.

3.7 Population

The population of the study were the workers of call centers (call center agents, day-night shift supervisors, and directors) of call centers of Pakistan. It was to determine the role of transformational leaders in recognizing their capabilities to assist their subordinates in overcoming the habit of overworking. The outcomes of this research can could assist researchers in the future to obtain further insights pertaining to transformational leadership. It will also aid in covering the research gap.

3.8 Sample and Sampling Strategy

A visit to 10 different industries was conducted. An average of 20 employees of their call centers were selected who working in different shifts. A total sample of 200 people was selected. The purposive sampling technique was put in motion. The age of the participants ranged from 25 to 60 years. Self-administered questionnaires were used for data collection related to the variables.

CHAPTER 4

RESULTS

The scales to measure Workaholism, Transformational Leadership and Work-Family conflict were utilized to generate the results for the current research study. A descriptive statistic as represented in Table 4.1 has disclosed the number of observations for the research study, the lowest and highest scale measures associated with workaholism, transformational leadership and work-family conflicted along with the standard deviation. The lowest values for work-family conflict, transformational leadership and workaholism are 40, 66, and 25 respectively. The highest values for the variables are 61, 135 and 76.

Table 1

Descriptive Statistics of Variables

Variables	N	Mean	Std. Devi	Minimum	Maximum
WFC	129	49.8837	4.57512	40.00	61.00
WB	129	50.8527	10.64417	25.00	76.00
TL	129	89.6047	9.92268	66.00	135.00

Based on the analysis of the correlation matrix in Table 4.2, the correlation relationship between the variables is significant at the 0.01 level which means the variable relationships will provide acceptable and feasible results for the research study. The relation between Work-Family Conflict and Workaholism is significant at 0.643, positively. The correlation relationship between the dependent variable, Work-Family Conflict and the moderator, Transformational Relationship is significant at 0.739. At the same time, the

correlation relationship between the moderator and the independent variable is significant at 0.681.

Table 2

Correlation Matrix of Variables

Variables	WFC	WB	TB
WFC	1		
WB	0.643**	1	
TL	0.739**	0.681**	1

**Correlation is significant at a 0.01 level.

The data for the research study was regressed using the SPSS table and the datasets were composed of information extracted with the help of measurement scales for each variable i.e., WorkBat Scale for Workaholism, WAFCS Scale for Work-Family Conflict and TLI Scale for Transformational Leadership. The result generation process of the research study was conducted in multiple steps. The first step was to analyze the significant interaction of the moderating variable of Transformational Leadership. Table 4.3 showcases the model fit of two models. The First Model showcases the relationship between Workaholism and Work-Family Conflict and the Second Model showcases the effect of the moderating variable Transformational Leadership. According to the analysis, there is a significant R-square change and F-change when the moderating variable is added which significantly improves the data results for the research study. The R-square change for Model 1 and 2 are 0.413 and 0.169 respectively, and the F-changes are 89.499 and 51.175 for Model 1 and 2 respectively.

Table 3*Model Summary for Variable Significance*

Model	R	Change Statistics				
		R Square	Adjusted R Square	R Square Change	F Change	Sig. F Change
1	.643	.413	.409	.413	89.499	.000
2	.763	.583	.5830	.169	51.175	.000

Model 1. Predictors: (Constant), CoWB

Model 2. Predictors: (Constant), CoWB, CoTL

After determining that the moderating variable has a significant change on the current study, the datasets for the research study were regressed with the help of SPSS software. The regression analysis has been divided into two models. Model 1 showcases the individual regression analysis of the relationship between Workaholism and Work-Family Conflict and Model 2 showcases the effect of the moderating variable, Transformational Leadership, on the relationship of Workaholism and Work-Family Conflict. In Table 4.4, the F-statistic to see the model fit for Model 1 is 89.499 and the F-statistic for Model 2 is 88.017. Both are significant at 0.000. The t-values showcase the difference between the datasets and the optimal t-values for researches should exceed 2.00, immaterial of the positive or negative sign associated with them. In the current research study, the value for Workaholism in Model 1 is 9.460 and in Model 2 the t-value for the predictors, Workaholism and Transformational Leadership are 3.308 and 7.154, respectively. Both the Models have acceptable t-values which also have a significance value of 0.000 which meet the significance level of any p-value i.e. 0.1, 0.05, or 0.01. The research study depends upon the significant relationship between the independent variable and the dependent variable. The research analysis shows that the coefficient value of Model 1 relationship is 0.643 for Workaholism. In Model 2, the coefficient value for Workaholism is 0.260 and the beta value for Transformational Leadership is 0.562. This suggests that there exists an

impact of Workaholism on Work-Family Conflict which can be significantly moderated by Transformational Leadership.

Table 4

Mediation Analysis

Standardizes path coefficient for the direct and indirect effect of green human resource management practice on pro environmental behavior through green innovation performance

Paths	Variables	β	SE	t	p-value	95% CI	
						LLCI	ULCI
Path-a	WB→EML	1.	.03	9.46	.000	.22	.33
Path-b	EML→ WFC	-.07	.12	3.09	.003	.14	.63
Path-c	WB → WFC	1.22	.28	8.21	.000	-.33	.14

Note. β = Standardized Regression Coefficient, SE = Standard Error, CI = Confidence Interval, LL= Lower Limit, UL = Upper Limit,

The table 4 is showing the mediation of Emotional Intelligence between Workaholism and Work Family Conflict. The Path-a is statistically significant [F (1, 127) = 127.00, $p < .001$, $R^2 = .41$] and Workaholism is significantly predicting Work Family Conflict [$\beta = 1.01$, $t (126) = 9.46$, $p < .000$]. Furthermore, the Path-b is also statistically significant [F (2, 125) = 89.48, $p < .001$, $R^2 = .42$] and Emotional Intelligence is non-significant predictor for Work Family Conflict [$\beta = -.07$, $t (124) = -.67$, $p > .05$]. Moreover, The Path-c is statistically insignificant.

Table 5:

Moderating Effect of Transformational Leadership in Relationship between Workaholism and Work Family Conflict

Models	ΔR^2	β	F	P- value
Model 1 (WB)	.45	.67	143.72	.000
Model 2 (WB) (TL)	.45	.70 -.03	71.64	.000 .637
Model 3 (WB) (TL) (TL)x(WB)	.46	.56 -.16 .25	4.03	.001 .294 .347
Total R^2	1.36			

Table 5 demonstrates moderating effect of Transformational Leadership (TL) in relationship between Workaholism (WB) and Work Family Conflict (WFC). Overall model 1 reveals to be significant $\{\Delta R^2 = .45, f(1,171) = 143.72, p < .001\}$ as Workaholism is contributing 45% variance in dependent variable ($R^2 = .45$, $p < .000$, $\beta = .67$). Furthermore, model 2 also found to be significant $\{\Delta R^2 = .45, f(2,170) = 71.64, p < .001\}$ and transformational leadership is contributing 45% variance in independent variable ($R^2 = .45$, $p < .000$, $\beta = -.21$). Moreover, model 3 reveals to be significant $\{\Delta R^2 = .46, f(3,169) = 4.03, p > .05\}$ but interaction effect found to be non significant. Overall results shows that transformational leadership has no moderation in relationship between Workaholism and Work Family Conflict.

Chapter 5

CONCLUSION

The measurement scales for Workaholism, Work-Family Conflicts and Transformational Leadership were utilized to extract and analyze the variables. The data collection process was conducted across many call centers in Pakistan. The nature of the call centers was feasible for the research study due to the irregular working hours of the firms and the drive of the call center managers to get the job done for effective organizational results. Due to these scenarios, workers are forced to commit to their tasks for long hours at irregular working shifts because of the directions of their managers. This causes the workers to have less leisure time to maintain their social and familial relationships due to which work-family conflicts arise. The data collection was conducted in call centers of industries ranging from Banking, Telecom, Health, Security and Shopping in Pakistan

In Chapter 1, the research gap from previous studies was identified and the contextual gap for the research in Pakistan was also identified. The chapter also included the significance of the research in order to identify its rationality and importance. In Chapter 2, the basis of the literature was set by identifying the core concepts of Workaholism, Work-Family Conflict and Transformational Leadership and these variables were further associated and related with each other based on the findings of existing research studies and literature while also signifying the hypothesis development, theoretical and conceptual framework of the current research study. In Chapter 3, the research methodology and data collection process were identified. The measurements scales for Workaholism, Work-Family Conflict and Transformational Leadership were identified based on their utilization in previous studies and a sample size of call centers across

Pakistan was selected in order to initiate the data collection process for the current research study. In Chapter 4, the variables were correlated to signify positive relationships between them. A Model Summary for Variable Change was conducted which determined that workaholism has an impact on work-family conflicts on its own but, when a moderating variable of transformational leadership is introduced, it significantly improves the relationship between workaholism and work-family conflict. Based on these findings, a regression analysis was conducted based on two models. The first model was solely based on the relationship between workaholism and work-family conflict. The second model introduced transformational leadership as a moderating variable to determine its impact on the independent and dependent variable. Both the models had significant model approvals and fit statistics while also having a significant beta value.

Future Directions

The current research study was one of the first to analyze the relationship between workaholism and work-family conflicts while being moderating by transformational leadership in the Pakistan's call centers context.

Following are some of the suggestions and recommendations that can be inducted in future studies:

- Different business and organizations can be researched upon to determine that changing results of the research variables
- New moderating variables can be introduced such as performance appraisal and organizational politics to study the relationship between workaholism and work-family conflict.
- Mediating variables can also be introduced such as emotional stability to study its impact on the workaholism and work-family conflicts variables
- Future studies can also study the negative implications of transformational leadership on the workers of various firms, businesses and organizations.

References

- Arthi, R. & G. N., S. (2020). Work-family conflict and professional commitment: Proactive effect of transformational leadership. *Problems and Perspectives in Management*, 18(1):97–106. doi: 10.21511/ppm.18(1).2020.09
- Bakker, A. B., Demerouti, E., & Burke, R. (2009). Workaholism and relationship quality: A spillover-crossover perspective. *Journal of Occupational Health Psychology*, 14(1),
- Beigi, M., Shirmohammadi, M., & Stewart, J. (2018). Flexible work arrangements and work–family conflict: A metasynthesis of qualitative studies among academics. *Human Resource Development Review*, 17(3), 314-336.
- Boberg, J. E., & Bourgeois, S. J. (2016). The effects of integrated transformational leadership on achievement. *Journal of Educational Administration*.
- Cai, W. J(M). (2021). Workaholism: “The Dark Side of Transformational Leadership”. *University of Technology Sydney. Faculty of Business*. <http://hdl.handle.net/10453/153524>
- Cecilie, S. A., Jørn, H., & Ståle, P. (2013) Workaholism and work–family spillover in a cross-occupational sample. *European Journal of Work and Organizational Psychology*. 22(1), 78-87. DOI: 10.1080/1359432X.2011.626201
- Clark, M. A., Michel, J. S., Zhdanova, L., Pui, S. Y., & Baltes, B. B. (2016). All work and no play? A meta-analytic examination of the correlates and outcomes of workaholism. *Journal of Management*. 42(7), 1836-1873.
- Friedman, S. D., & Lobel, S. (2003). The happy workaholic: A role model for employees. *Academy of Management Perspectives*, 17(3), 87-98.
- Gillet, N., Austin, S., Fernet, C., Sandrin, E., Lorho, F., Brault, S., & Aubouin Bonnaventure, J. (2021). Workaholism, presenteeism, work–family conflicts and personal and work outcomes: Testing a moderated mediation model. *Journal of Clinical Nursing*.

- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, *10*(1), 76-88.
- Haslam, D., Filus, A., Morawska, A., Sanders, M. R., & Fletcher, R. (2015). The Work–Family Conflict Scale (WAFCS): Development and initial validation of a self-report measure of work–family conflict for use with parents. *Child Psychiatry & Human Development*, *46*(3), 346-357.
- Hauk, M., Chodkiewicz, J. (2013). The role of general and occupational stress in the relationship between workaholism and work-family/family-work conflicts. *IJOMEH* *26*, 383–393 <https://doi.org/10.2478/s13382-013-0087-1>
- Khan, H., Rehmat, M., Butt, T. H., Farooqi, S., & Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing: a mediation model. *Future Business Journal*, *6*(1), 1-13.
- Kwak, Y., Kim, J. S., Han, Y., & Seo, Y. (2018). The Effect of Work Addiction on Korean Nurses' Professional Quality of Life: A Cross-Sectional Study. *Journal of addictions nursing*, *29*(2), 119-127.
- Malinowska, D., & Tokarz, A. (2019). Workaholism components in relation to life and work values. *International Journal of Mental Health and Addiction*, 1-17.
- McMillan, L. H., Brady, E. C., O'Driscoll, M. P., & Marsh, N. V. (2002). A multifaceted validation study of Spence and Robbins'(1992) Workaholism Battery. *Journal of occupational and organizational psychology*, *75*(3), 357-368.
- Messenger, J. C., Lee, S., & McCann, D. (2007). Working time around the world: Trends in working hours, laws, and policies in a global comparative perspective. *Routledge*.
- Michelle Hammond, Jeanette N. Cleveland, John W. O'Neill. (2015) Mediators of transformational leadership and the work-family relationship. *Journal of Managerial Psychology*

- Piotrowski, C., & Vodanovich, S. J. (2006). The Interface between Workaholism and Work-Family Conflict: A Review and Conceptual Framework. *Organization Development Journal*, 24(4), 84–92.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1(2), 107-142.
- Spurgeon, A., Harrington, J. M., & Cooper, C. L. (1997). Health and safety problems associated with long working hours: a review of the current position. *Occupational and environmental medicine*, 54(6), 367-375.
- Tahir, S., & Aziz, S. (2019). Workaholism as predictor of work-family conflict and mental well-being of public and private sector employees. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 13(2), 419-435.
- Taris, T. W., Schaufeli, W. B., & Verhoeven, L. C. (2005). Workaholism in the Netherlands: Measurement and implications for job strain and work–nonwork conflict. *Applied Psychology*, 54(1), 37-60.
- Ten Brummelhuis, L. L., Rothbard, N. P., & Uhrich, B. (2017). Beyond Nine to Five: Is working to excess bad for health? *Academy of Management Discoveries*, 3(3), 262-283.
- Tóth-Király, I., Morin, A. J., & Salmela-Aro, K. (2021). A longitudinal perspective on the associations between work engagement and workaholism. *Work & Stress*, 35(1), 27-56.
- Wood, J., Oh, J., Park, J., & Kim, W. (2020). The relationship between work engagement and work–life balance in organizations: A review of the empirical research. *Human Resource Development Review*, 19(3), 240-262.

ANNEX-A
WORK-FAMILY CONFLICT SCALE

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
1. The demands of my work interfere with my home and family life							
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.							
3. Things I want to do at home do not get done because of the demands my job puts on me.							
4. My job produces strain that makes it difficult to fulfill family duties.							
5. Due to work-related duties, I have to make changes to my plans for family activities.							

FAMILY-WORK CONFLICT

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
1. The demands of my family or spouse/partner interfere with work-related activities.							
2. I have to put off doing things at work because of demands on my time at home.							
3. Things I want to do at work don't get done because of the demands of my family or spouse/partner.							
4. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.							
5. Family-related strain interferes with my ability to perform job-related duties.							

ANNEX-B
WORKAHOLISM SCALE (WORKBAT)

	1	2	3	4
	Strongly Disagree	Disagree	Agree	Strongly Agree
Work Involvement				
1. When I have free time, I like to relax and do nothing serious.				
2. I like to relax and enjoy myself as often as possible.				
3. I really look forward to the weekend—all fun, no work.				
4. Wasting time is as bad as wasting money				
5. I spend my free time on projects and other activities.				
6. I like to use my time constructively, both on and off the job.				
7. Between my job and other activities, I'm involved in I don't have much free time.				
8. I get bored and restless on vacations when I haven't anything productive to do.				
Drive				
9. I feel guilty when I take time off work.				
10. I often wish I weren't so committed to my work.				
11. I feel obliged to work hard even when it's not enjoyable.				
12. It's important to me to work hard, even when I don't enjoy what I'm doing.				
13. I often find myself thinking about work, even when I want to get away from it for				

a while.				
14. I often feel there is something inside me that drives me to work hard.				
15. I seem to have an inner compulsion to work hard.				
Enjoyment of Work				
16. I like my work more than most people do.				
17. My job is more like fun than work.				
18. My job is so interesting that if often doesn't seem like work.				
19. I do more work than is expected of me strictly for the fun of it.				
20. Most of the time my work is very pleasurable.				
21. I seldom find anything to enjoy about my work.				
22. I lose track of time when I'm involved on a project.				
23. Sometimes when I get up in the morning I can hardly wait to get to work.				
24. When I get involved in an interesting project it's hard to describe how exhilarated I feel.				
25. Sometimes I enjoy my work so much I have a hard time stopping.				

ANNEX-C

TRANSFORMATIONAL LEADERSHIP SCALE

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1. I am always seeking new opportunities for the unit/department/organization.							
2. I paint an interesting picture of the future for our group.							
3. I have a clear understanding of where we are going.							
4. I inspire others with my plans for the future.							
5. I am able to get others committed to my dream of the future.							
6. I lead by “doing” rather than simply “telling.”							
7. I provide a good model to follow.							
8. I lead by example.							
9. I foster collaboration among work groups.							
10. I encourage employees to be “team players.”							
11. I get the group to work together for the same goal.							
12. I develop a team attitude and spirit among my employees.							
13. I show that I expect a lot from my employees.							
14. I insist on only the best performance.							
15. I will not settle for second best.							
16. I act without considering							

my employees' feelings.							
17. I show respect for my employees' personal feelings.							
18. I behave in a manner that is thoughtful of my employees' personal needs.							
19. I treat my employees without considering their personal feelings.							
20. I have provided my employees with new ways of looking at things which used to puzzle them.							
21. I have ideas that have forced my employees to rethink some of their own ideas that they have never questioned before.							
22. I have stimulated my employees to think about old problems in new ways.							

ANNEX-D
EMOTIONAL INTELLIGENCE SCALE

	1	2	3	4	5
1. Self-emotion appraisal (SEA)					
2. I have a good sense of why I have certain feelings most of the time.					
3. I have good understanding of my own emotions.					
4. I really understand what I feel.					
5. I always know whether or not I am happy.					
6. Others emotion appraisal (OEA)					
7. I always know my friends' emotions from their behavior.					
8. I am a good observer of others' emotions.					
9. I am sensitive to the feelings and emotions of others.					
10. I have good understanding of the emotions of people around me.					
Use of emotion (UOE)					
11. I always set goals for myself and then try my best to achieve them.					
12. I always tell myself I am a competent person.					
13. I am a self-motivated person.					
14. I would always encourage myself to try me best.					
Regulation of emotion (ROE)					
15. I am able to control my temper and handle difficulties rationally.					
16. I am quite capable of controlling my own emotions.					

17. I can always calm down quickly when I am very angry.					
18. I have good control of my own emotions.					