



**INTERNATIONAL JOURNAL OF
MANAGEMENT STUDIES**

<https://e-journal.uum.edu.my/index.php/ijms>

How to cite this article:

Kaygin, E., Kavak, O., & Topcuoglu, E. (2023). Heavy work investment and its premises. *International Journal of Management Studies*, 30(1), 63-92. <https://doi.org/10.32890/ijms2023.30.1.3>

HEAVY WORK INVESTMENT AND ITS PREMISES

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Received: 25/11/2021 Revised: 19/5/2022 Accepted: 2/6/2022 Published: 19/1/2023

ABSTRACT

There exist some concepts such as workaholism, career satisfaction, work-life balance, work commitment and financial needs, which cause workers to put in more effort at the workplace and subsequently, an increase in their working hours. The main reason why these concepts are called premises is related to the fact that they are defined as factors leading heavy work investment (HWI) in the literature. Overworking has been a concept which could be measured only through time during work until recently, however, it is currently regarded as a concept which covers much more than heavy work as a result of HWI. The present study contributes to the literature by determining the interaction of HWI with its premises. In order to determine whether HWI is formed with effort or via time dimensions and which premises have been effective in its formation, 372 people working in Kars were surveyed

on HWI and its premises. The data collected were analysed through Statistical Package for the Social Sciences (SPSS) and Analysis of Moment Structures (AMOS). Due to the limited number of studies on HWI in the literature, the effect of premises on HWI was investigated by developing more than one model. In fact, HWI-Time Commitment (TC) had a negative mediation effect between career satisfaction and premises while HWI-Work Intensity (WI) did not have any effect.

Keywords: Heavy work investment, premises, intervention effect, workaholism, career satisfaction.

INTRODUCTION

Human resources are presently regarded as the most important resources of organizations in the world. Following the replacement of raw power by information, communication and technology, the significance of human resources has increased much more, which in turn have contributed greatly to the development of terms such as career prospects and career satisfaction. It is true that fulfilling needs lie at the heart of working although the working aims of each individual are based on different reasons. An individual working to satisfy basic needs at the beginning of his/her working life turns out spending a huge effort to satisfy many different needs and expectations such as gaining a title, securing a career and position (Ulucay & Zengin, 2020). Staff with higher career satisfaction are expected to be more motivated in their jobs, provide more benefits to their organisations and act in a way as to pay regard to the interest of their organisations (Bateman & Organ, 1983), which proves to what extent career satisfaction is significant to the staff as well as the organisation. People expect to be promoted and get an increase in their financial gains as a consequence of working much more. Working much more to reach their financial and moral aims is found to bring about an increase in workaholism acts and elusiveness in work-life balance (Van Beek et al., 2014). According to Robbins et al. (2010), weekly working hours has risen from 43 hours to 47 hours and the average number of people working for 50 hours and over weekly working hours have risen from 24 percent to 37 percent in the last ten years in the USA, which indicates that people work increasingly much more so as to achieve their aims (Yuksekbilgili & Akduman, 2015).

Snir and Harpaz (2012) also found that working hours and efforts of people have increased in the present day. Following the fact that it was not possible to explain increasing time merely by workaholism, the concept of HWI has been suggested, which aims to obtain a result based on time and effort spent. HWI is a concept to ensure that heavy working conditions of workers are positively associated with job engagement (HWI-work intensity) and negatively associated with workaholism (HWI-Time Commitment). In modern times, when competition among workers increases, the working hours increase as well. The act of workaholism exists dependent on the support for that increase by the business (State et al., 2021). The act of workaholism results in low working performance by triggering a negative impact on the health of workers, work-life balance and their social life. Job engagement, on the other hand, enables workers to work intensely and efficiently through active and voluntary participation (Spagnoli et al., 2021). Success and performance that exist as a result of voluntary working or workers stimulates the feeling of happiness. The concepts of workaholism and job engagement are the practices which people perform in accordance with their intrinsic impulses. However, workaholism is an uncontrolled impulse while job engagement refers to a controlled and manipulable impulse (Snir & Harpaz, 2021). Briefly, HWI has been analysed through two methods in which effort or time are used intensely. HWI-Time Commitment characterises going to work early based on the time and displaying workaholism behaviours by working longer than others. It was found that HWI-Work Intensity possessed qualities similar to work engagement which characterises the fact that employees increase their job performance and display more efficient behaviours (Schaufeli, 2016).

As a result of reviewing the Web of Science, only 61 studies exist in the literature which takes the investigation of HWI as the basis. A total of 23 out of the 61 studies were published in 2020 while four of them were published in 2021 and HWI is currently, an increasingly popular concept. In the present study, the concepts of career satisfaction, workaholism, work-life balance, job engagement and financial needs were determined as premises in accordance with the literature (Astakhova & Hogue, 2014; Houlfort et al., 2014; Moyer et al., 2017; Snir, 2018; Snir & Harpaz, 2012, 2021; Snir & Zohar, 2008; Spagnoli et al., 2021; State et al., 2021; Turner & Mariani,

2016). When the review of literature was taken into consideration, it was found that the premises were studied one by one and investigated in a restricted way with a limited number of different variables. For this reason, more than one variable was treated with different models, simultaneously and the mediation effect of HWI among the variables was tested in the present study. Determining to what extent the premises have relationship with other concepts via HWI formed the basis for the current study. Furthermore, the present study determined whether the premises in question were influenced by HWI with time dimension or effort dimension.

LITERATURE REVIEW

Heavy Work Investment

People need a job enabling economic opportunities for them in order to maintain their lives and fulfil their needs. The attitude and focal points of people towards their jobs change, which is explained through different concepts such as job engagement, workaholism, passion for work, and dedication to work (Ismail et al., 2020). Each of these concepts find a middle ground in the concept of HWI although they are fictionalised at different focal points belonging to the staff and have different properties. HWI is a concept suggested by Snir and Harpaz (2012) which is related to workaholism and dedication to work. However, it has been developed to clarify the points which cannot be explained properly by these concepts. There are two types of HWI, namely situational and mental. Situational HWI states that people spend more time and effort as a result of factors such as financial needs, organisational culture, and demands from the management, while mental HWI is defined as people spending more time and effort willingly due to their mental nature (Snir & Harpaz, 2012). HWI is presented by Snir and Harpaz (2012) as a detailed concept with social, economic, and individual perspectives which could be associated with all approaches of the individual related to the job itself to some extent.

HWI is a detailed concept with social, economic and individual perspectives where previous research is considered. Previous research involved one conducted by Bakker et al. (2014) on the

relationship between HWI (workaholism and work engagement) and work-family conflict, work-family facilitation, and family satisfaction. The study on the interaction between HWI and passion for work, motivation, job satisfaction, and depression were carried out by Houliort et al. (2014). Additionally, the study by Moyer et al. (2017) focused on the intervention effect of psychological capital on the relationship between HWI and burnout. Snir (2018) conducted a longitudinal study on the relationship between HWI and financial needs and work-life balance. Besides that, the study on the interaction between HWI and job and family by Turner and Mariani (2016), and the study on the intervention effect of HWI on job engagement, workaholism, workload and income, and burnout by Tziner et al. (2019) were among the studies that focused on this subject matter. Furthermore, another study on the relationship between personality, organisational culture and HWI (workaholism and work engagement) by Schaufeli (2016) and a similar study on the intervention effect of HWI on job satisfaction, turnover intention, and job performance indicated other examples of previous research. From this point of view, it has been found that some premises such as workaholism, job engagement, financial needs, and work-life balance have an influence on HWI.

HWI is a concept which examines the reasons that stimulate people to work more and its results. HWI examines not only the concept of workaholism but also the exhibition of more performance by people due to job engagement (Snir & Harpaz, 2021; Snir & Zohar, 2008). As mentioned in the studies, HWI determines the method used to obtain a career, income and prestige. However, apart from desired effects, it is always possible for disruption to occur in work-life balance and health in HWI. Briefly, HWI explains whether overworking or working efficiently and with high performance would be more effective in terms of career, job satisfaction, and income.

Workaholism

Workaholism was conceptually first defined by Oates (1971) in his book named "Confession of a Workaholic". From Oates's point of view, workaholism is described as a constant and unavoidable desire to work as well as a necessity which is felt towards working in a way so as to damage the health, peace, happiness, and social balance of

an individual and is impossible to be controlled (as cited in Harpaz & Snir, 2003). Workaholism is stated as an obsessive situation due to the fact that the individual constantly feels a strong desire to work and the brain is always busy with work, and as a compulsive situation because of the fact that the individual cannot control that constant desire to work (Burke et al., 2006). Addiction defined as commitment to a person, an object or an item excessively and insistent is also used to define the concept of workaholism (Porter, 1996). Spence and Robbins (1992) described workaholic individuals as the ones feeling extreme commitment to their jobs, feeling an inherent pressure towards working, with high levels of stress and with low levels of pleasure out of working (as cited in Harpaz & Snir, 2003). On the other hand, Snir and Zohar (2008) defined the concept of workaholism as “an individual allocating a great deal of his time and thoughts to work and related activities as a result of pressure which are not externally felt towards working.”

Studies conducted by various researchers to develop an understanding of the effects of workaholism on individuals and organizations produced different results. In this respect, researchers such as Korn et al. (1987) and Machlowitz (1980) put forward that workaholic employees had a high level of satisfaction with their jobs and that their productivity level was quite high, which was claimed to reflect positively on the organisation. In contrast, researchers such as Schaefer and Fassel (1988), Killinger (1992), and Oates (1971) suggested that workaholism had negative organisational effects and that workaholics were obsessive, unhappy, fractious, and tragic (Burke, 2000).

When definitions regarding workaholism in the literature are considered, the qualities of workaholics can be specified as follows:

- They take work home and continue working even in their free time (Clark et al., 2020);
- The activity which a workaholic gets pleasure most is having conversations about work (Snir & Harpaz, 2021);
- They work more than 40 hours a week (Snir & Harpaz, 2004);
- They put work at the heart of their lives and working is the event that makes them happy the most (Schaufeli, Bakker et al., 2009);

- They are not pleased with sharing their responsibilities related to work (Clark et al., 2020);
- Their relationship with their friends, family and social surroundings is generally bad (Porter, 2001);
- They are tough and energetic at work but they are indifferent and depressive outside work (Bakker et al., 2014);
- They regard long and tiring working programs as usual (Buelens & Poelmans, 2004).
- They believe that they will not lose their jobs and will become successful when they work more (Schaufeli et al., 2009);
- They react harshly if kept busy while working (Clark et al., 2020);
- They ignore the negative effects of long and intense work on their relationships (Buelens & Poelmans, 2004).

Considering all these definitions regarding workaholics and workaholism, it is possible to summarise and define them as a process in which individuals push their families and social areas into the background, devote a huge part of their lives to work, and show only interest to situations related to work. Regarding the relationship between HWI and workaholism, some researchers pointed out that workaholism constituted the time dimension of HWI (Bakker et al., 2014; Schaufeli, 2016; Van Beek et al., 2014). The connection between workaholism and HWI can result from the cultural structure of the working organisation, manner of work, and the structure of management demanding employees to work longer (Astakhova & Hogue, 2014). For this reason, HWI not only come from the employee himself, who seeks higher financial opportunities, but also from the organisation and in general, the culture.

Career Satisfaction

Career satisfaction can conceptually be defined as the satisfaction of individuals with careers that they own, achievements they have in their careers, the point where they stand in their careers, and the career progression that they desire in the future (Nauta et al., 2009). Hsu et al. (2007) defined career satisfaction as a statement of whether the individual has reached his targeted career as a result of making an analysis about his career as well as a summary of all attitudes and emotions he possesses towards his work. On the other hand,

Schein (1990) draws a more general frame for career satisfaction and defines it as evaluations of an individual regarding his income and status. Career satisfaction which could be described as satisfaction of an individual with his position and career move has a direct relationship with the individual's evaluation based on the extent of meeting his expectations at his workplace (Heslin, 2005).

Greenhaus et al. (1990) emphasised the significance of the following five points regarding the formation of career satisfaction:

- Professional achievement attained.
- Level of attainment of determined career objectives.
- Target income and gained income.
- Opportunity to advance.
- Opportunity to obtain new skills and competencies.

Examination of the literature revealed that the factors influencing career satisfaction is gathered under three factors: personal, organisational and demographical factors. Personal factors involve personality traits, work-family life, health conditions of the individual, level of stress, and social networks possessed while organisational factors involve opportunities provided by the organisation, organisational climate, and organisational support. On the other hand, demographical factors can be summarised under gender, age, marital status, and seniority (Hsu et al., 2007; Lounsbury et al., 2005; McFarland et al., 2000; Nauta et al., 2009).

One of the most important factors prompting people to work long hours is career expectations and satisfaction (Snir & Harpaz, 2004). Defined as the sub-dimension of HWI by Astakhova and Hogue (2014), periodic avant-garde states that people's actions, needs, and demands such as making progress, self-actualisation, and leadership are shaped around career identity. It was found that those with periodic avant-garde properties would stop their HWI tendencies when they were not within the rewarding and promoting systems. The study conducted by Turner and Mariani (2016) suggested that when people were forced to make a choice between their families and career, it was necessary to make sacrifices for the organisation so as to continue working, otherwise they would be made redundant within the scope of HWI.

Work-Life Balance

Work-life balance can simply be described as accommodating individuals' actions related to work and their private lives. In other words, work-life balance refers to the fact that an individual can place his work and private life activities on a balance mechanism and get pleasure out of both these areas. According to this concept, "work" refers to an individual's career and occupation while "life" refers to family, private life, health, happiness and free time special to the individual (Sharma & Nayak, 2016). In this respect, according to Sturges and Guest (2004), work-life balance is defined as an individual getting pleasure from both areas by minimizing role conflicts which possibly exist in business life and off the job life.

Work-life balance existed as a concept in the 1980s as a result of the fact that troubles stemming from fulfilment of responsibilities related to work and arrangement of time allocated to family arose sociologically (Choong et al., 2019). The concept attained a place in the literature following the fact that working life had some negative effects on family life and the importance of the human factor began to gain recognition in 1986. Although the concept previously focused on problems experienced by working mothers due to work-family relationships, the concept's field of interest presently covers all employees (Unur et al., 2018).

As seen in the definitions mentioned, life quality, peace, and happiness increase dependent on balancing the roles and responsibilities of individuals and preventing possible tension between those two areas, which in turn definitely leads to positive reflections both in working life and in family life. Kapiz-Ozen (2002) posited that balancing between work and family life has benefits for employees, organisations, and society and those benefits are stated as follows:

- Quality of life increases with work-life balance including psychological well-being.
- Individuals striking a work-life balance contribute to social peace.
- The efficiency of the employee in striking a work-life balance increases while his absenteeism decreases.

- The positive psychological effects of employees with work-life balance increases organisational commitment, at the same time results in a decrease in the rate of labour turnover.
- Employees with work-life balance have a happy family life and the opportunity to raise psychologically and physically, healthy children.

During the process of striking a work-life balance, it is of great significance for individuals to set certain limits regarding work. However, those limits are known to create a restriction in career and promotion (Turner & Mariani, 2016). For instance, to what extent can a manager rejecting a project for the sake of his family be promoted in France? The fact that employees having a tendency to work excessively channel their excitement towards work to their families. This will eventually lead to family problems to be reflected in their work or work-related problems to be reflected in their families. Turkiye, in view of its location, gets high investments from France, Germany, The Netherlands, and other European countries. There are a great number of practices in terms of charging successful Turkish managers in the main centres (Mucevher & Erdem, 2019). For this reason, planning an effective HWI and striking a work-life balance is significant for the health of individuals and organisations.

Job Engagement

Being the first to introduce the concept of job engagement in the literature, Kahn (1990) used it to define staff who are compatible with their jobs and responsibilities. From his point of view, committed employees are those who could achieve in forming an emotional, cognitive and physical contact with the roles they undertake in their jobs. Moreover, these committed employees are said to be voluntarily more interested in their jobs, spend more effort on their jobs and work more effectively when compared to others (Bakker, 2011). In a different definition, job engagement is described as an employee being on his/her job psychologically during work. Psychologically being on the job means the employee is concentrating on his or her job and channelling his or her mental energies into the job (Zengin & Bozcali, 2020). On the other hand, Bakker (2011) defines job engagement as the energy presented to the organisation by the employee who identifies with its organisational goals. According to another definition, job engagement is described

as a relatively steady mental state in which the employee channels his or her personal energies into his or her job (Christian et al., 2011).

The most prominent traits of the ones with a high level of job engagement can be summarised as their looking noticeably alive and having effective links in work related actions and seeing themselves as capable of coping with work related demands (Schaufeli, 2016). These engaged employees participate emotionally, cognitively, and physically and never isolate themselves from their jobs. Besides that, they are always on the alert for the latest developments, have a high level of empathy, and share their feelings, value judgements, ideas, and beliefs actively with other employees. However, employees with low level engagement tend to avoid taking part in organisational processes. As a result, they have weak work relations. These employees are observed to be emotionally, physically, and cognitively absent from their jobs with unfinished work outputs (Kahn, 1990).

With regard to the relationship between HWI and job engagement, some researchers suggested that job engagement formed the time dimension of HWI (Bakker et al., 2014; Schaufeli, 2016; Van Beek et al., 2014) as confirmed in the studies on this issue.

Financial Needs

Need is defined as a deficiency or poverty felt by individuals. Financial poverty, on the other hand, refers to inadequacy of income and salaries for meeting the needs of individuals. According to the hierarchy of needs theory by Maslow, the most detailed study regarding the concept of needs, the needs of people take place in a hierarchical structure with five steps and each step forms a prerequisite for the next step. When the theory is considered, financial factors are realized to be the main actor in nearly all the steps. From this point of view, financial factors can be regarded as a need as well as having an important role in satisfying other needs. The main aim of the ones working for HWI can be financial needs (Houlfort et al., 2014). Paying for the time and effort spent by employees as overtime wage is a common practice (Snir & Harpaz, 2012). In terms of HWI, financial needs are found to be more appropriate for time investment rather than effort investment because there is a positive relationship between financial needs and earnings obtained at work (Snir, 2018).

HWI made dependent on financial needs have a decreasing structure when financial difficulties end (Astakhova & Hogue, 2014). Hence, HWI, financial stress and needs will decrease as income increases (Tziner et al., 2019).

Hypotheses Development

Many variables were utilized and two different models were developed in the present study based on previous studies. In this respect, the following hypotheses were developed. Those working as dependents on a psychological contract make good of their careers and get promoted as a result of overworking. To achieve the aim, the employees either work for long hours or take over challenging tasks during working hours (Restubog et al., 2008). This effort shown by the employees with the aim of work satisfaction is called as HWI (Astakhova & Hogue, 2014; Snir & Harpaz, 2004; Turner & Mariani, 2016).

- H₁ : In the light of the determined premises (workaholism, work-life balance, job engagement, and financial needs), HWI mediates while employees have career satisfaction.
- H_{1a} : WI-TC has a mediating effect on the influence of workaholism on career satisfaction.
- H_{1b} : HWI-TC has a mediating effect on the influence of work-life balance on career satisfaction.
- H_{1c} : HWI-TC has a mediating effect on the influence of job engagement on career satisfaction.
- H_{1d} : HWI-TC has a mediating effect on the influence of financial needs on career satisfaction.
- H_{1e} : HWI-WI has a mediating effect on the influence of workaholism on career satisfaction.
- H_{1f} : HWI-WI has a mediating effect on the influence of work-life balance on career satisfaction.
- H_{1g} : HWI-WI has a mediating effect on the influence of job engagement on career satisfaction.
- H_{1h} : HWI-WI has a mediating effect on the influence of financial needs on career satisfaction.

It was found that employees exhibited behaviours towards HWI more so as to overcome financial problems. Employees work overtime so as to deal with financial problems therefore work-life balance

can be disrupted. In this respect, employees have the expectation that they will get promoted and get an increase in pay as a result of overworking (Houfort et al., 2014; Johari et al., 2015, 2018; Snir, 2018; Snir & Harpaz, 2012; Tziner et al., 2019).

H₂ : In the light of the determined premises (workaholism, work-life balance, job engagement, career satisfaction), HWI mediates while employees have financial needs.

H_{2a} : HWI-TC has a mediating effect on the influence of workaholism on financial needs.

H_{2b} : HWI-TC has a mediating effect on the influence of work-life balance on financial needs.

H_{2c} : HWI-TC has a mediating effect on the influence of job engagement on financial needs.

H_{2d} : HWI-TC has a mediating effect on the influence of career satisfaction on financial needs.

H_{2e} : HWI-WI has a mediating effect on the influence of workaholism on financial needs.

H_{2f} : HWI-WI has a mediating effect on the influence of work-life balance on financial needs.

H_{2g} : HWI-WI has a mediating effect on the influence of job engagement on financial needs.

H_{2h} : HWI-WI has a mediating effect on the influence of career satisfaction on financial needs.

METHODOLOGY

Data Collection Tools and Procedures

Data collection was carried out by three people, one of whom is the author of the study. In order to enable homogeneous data collection, security forces with heavy workloads and more than 40 working hours in a week, state officials who have to work for 40 hours weekly and academicians who have to conduct five to 12 classes in a week were preferred. The main reason why these three different groups of people and different working areas were preferred stemmed from the fact that it was to enable sampling distribution in such a way as to reflect all workers across the board. The data were collected from public officials in Kars (i.e., university, security forces and

open governorship units) through random sampling method. The total population working at the institutions where the data were collected consisted of 6,152 people and the minimum number that could stand for the group statistically was found to be 362 in the present study (Hair et al., 2014). The data collection was carried out in accordance with the Research Ethics Committee Approval of the Kafkas University Social Sciences Ethics Committee (number 08, dated 5 December 2020). The data were collected between May 15, 2020 and May 30, 2020. Some difficulties in data collection were experienced due to Covid-19, which resulted from the fact that other staff except for state officials and security forces worked from home during the pandemic. Therefore, it was rather difficult to reach them as there was a lockdown during the weekends all over the country as well. However, a data set was created by reaching 372 people.

The sampling had a normal distribution according to Hair et al. (2014) as the coefficient of kurtosis and skewness obtained was between +1.96 and -1.96. Cronbach's alpha and Kaise-Meyer-Olkin sampling measurement results obtained from the tests were appropriate for analysis (Hair et al., 2014). Analysis of Cronbach's alpha was performed to enable reliability of data collection tools. Cronbach's alpha has a changing value between 0 and 1; the value of 0.60 is regarded as an acceptable range in terms of reliability. The Kaiser-Meyer-Olkin (KMO) test measures the suitability of the data for factor analysis and if it is above 0.50, it is regarded as an acceptable value. For Bartlett's test of sphericity, the p value should be lower than 0.05 (Hair et al., 2014).

HWI Scale: The scale designed by Brown and Leigh's (1996) was adapted by Shkoler et al. (2017). It consisted of 10 statements and two sub-dimensions; the HWI-Time Commitment (TC) consisted of five statements with a Cronbach's alpha value of $\alpha = 0.759$, while HWI Work Intensity (WI) consisted of five statements with a Cronbach's alpha value of $\alpha = 0.879$. As a result of exploratory factor analysis, the second and fourth questions of HWI-TC scale and the fourth question of HWI-WI scale with load values below 0.30 were excluded. The repeated analysis found $KMO = 0.812$, Bartlett's test of sphericity = 1.212.75, $p = 0.000$.

Workaholism: The concept was measured through Dutch Workaholism Scale Short Form (DUWAS-SF) which was developed

by Schaufeli, Shimazu et al. (2009) and included 10 statements. The scale consisted of two sub-dimensions; Working Excessively consisted of five statements with a Cronbach's alpha value of $\alpha = 0.719$, while Working Compulsively consisted of five items with a Cronbach's alpha value of $\alpha = 0.678$. The Cronbach's alpha value measured for DUWAS-SF indicated 0.791. The scale utilised was a five-point Likert scale and required responses which ranged between 1 (never) and 5 (always). The study found that $M = 3.23$, and $SD = 0.72$. As a result of exploratory factor analysis, the tenth question of DUWAS-SF with a load value below 0.30 was excluded from the scale. The repeated analysis found $KMO = 0.832$, Bartlett's test of sphericity = 721.530, $p = 0.000$.

Career Satisfaction: The concept was measured via Career Satisfaction Scale which was developed by Greenhaus et al. (1990) and included five items. The scale consisted of one dimension and five statements, and the Cronbach's alpha value was 0.904. The scale utilised was a five-point Likert scale and required responses which ranged between 1 (never) and 5 (always). The study found that $M = 3.60$, and $SD = 1.03$. As a result of exploratory factor analysis, there was no item with a load value below 0.30. The analysis results found $KMO = 0.856$, Bartlett's test of sphericity = 1.179.47. $p = 0.000$.

Work-Life Balance: The concept was measured through the Work-Life Balance Scale which was developed by Brough et al. (2014) and consisted of four items. Having one dimension, the scale's Cronbach's alpha value was calculated as 0.632. The scale utilised was a five-point Likert scale and required responses which ranged between 1 (never) and 5 (always). The study found that $M = 3.04$, and $SD = 0.75$. As a result of exploratory factor analysis, there was no item with a load value below 0.30. The analysis results found $KMO = 0.763$, Bartlett's test of sphericity = 455.82, $p = 0.000$.

Job Engagement: The concept was measured through Job Engagement Scale which was developed by Rich et al. (2010) and consisted of 18 items. The scale had three sub-dimensions; Physical Engagement consisted of six items and a Cronbach's alpha value of $\alpha = 0.896$; Emotional Engagement consisted of six items with a Cronbach's alpha value of 0.926; Cognitive engagement consisted of six items with a Cronbach's alpha value of 0.942 while the Cronbach's alpha

value for Job Engagement Scale indicated 0.955. The scale utilised was a five-point Likert scale which required responses ranging between 1 (never) and 5 (always). The study found that $M = 4.14$, $SD = 0.82$. As a result of exploratory factor analysis, the second, fourth, and seventh questions with load values below 0.30 were excluded from the scale. The repeated analysis found $KMO = 0.933$, Bartlett's test of sphericity = 6.000.57, $p = 0.000$.

Financial Scale: A scale with four items was developed by the authors through expert opinion. The first item stated, "The pay I get is satisfying"; the second item, "I do not think of changing my job even if it pays higher"; the third item, "The pay I get is low in proportion to the work I do", and the fourth item, "The pay I get is not enough to meet my needs". The scale consisted of one dimension with a Cronbach's alpha value of $\alpha = 0.713$. As a result of exploratory factor analysis, there was no item with a load value below 0.30. As a result of the analysis, $KMO = 0.699$, and Bartlett's test of sphericity = 352.67, $p = 0.000$.

RESULTS

The participants of the study involved 372 employees between the ages of 20 and 56 living in Kars. A total of 81.5 percent were male and 18.5 percent were female. In terms of marital status, 64.3 percent of the participants were married, while 35.7 percent of them were single. Based on the level of education, it was found that 16.1 percent of the participants were high school graduates, 12.9 percent with an associate degree, 36.8 percent with a bachelor's degree, 18.3 percent with a master's degree and 15.9 percent with a PhD. In terms of experience, 32.3 percent of the participants had five or more years of experience, 23.1 percent between six and 10 years, 18.3 between 11 and 15 years, 10.8 percent between 16 and 20 years and 15.6 percent with more than 21 years of experience. The weekly working hours of the surveyed group were determined as 40 hours per week (in accordance with the 99th article of the Turkish Civil Servants Law No. 657). The participants worked between eight and 80 hours per week ($M = 44.12$, $SD = 14.37$).

In order for the model to be accepted, $X^2(df) < 5$; $SRMR < 0.10$; $CFI \geq 0.90$; $GFI \geq 0.90$, $NFI \geq 0.90$, $RMSEA \leq 0.08$, $AVE \geq 0.50$, $CR \geq$

0.70 were required (Schreiber et al., 2006). As the scales were within stated limits, CFA analysis values were suitable for test. The CFA values regarding the scales used in the present study are presented in Table 1.

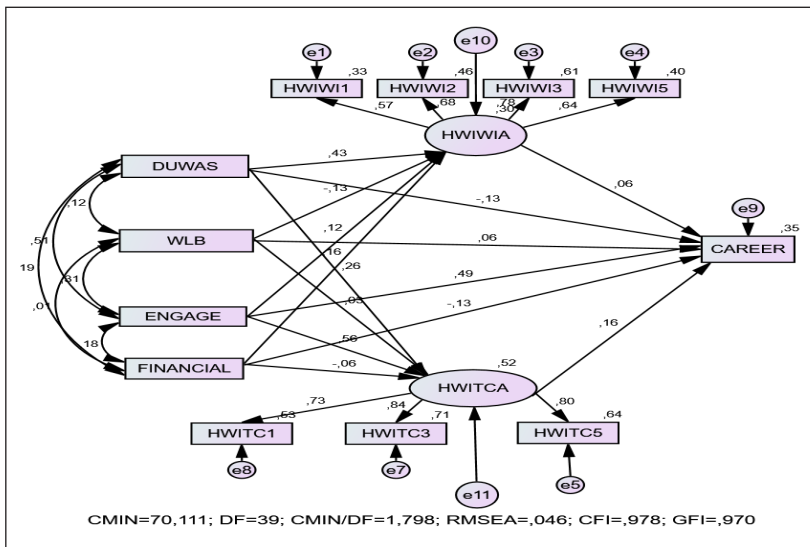
Table 1

Confirmatory Factor Analysis Results

Model	X ² (df)	SRMR	CFI	GFI	NFI	RMSEA	AVE	CR
HWI-TC	4.380	0.016	0.991	0.989	0.989	0.080	0.803	0.929
HWI-WI	1.459	0.025	0.997	0.996	0.992	0.035	0.665	0.840
Workaholism	2.573	0.062	0.943	0.963	0.912	0.065	0.536	0.848
Career satisfaction	2.510	0.023	0.995	0.990	0.992	0.064	0.796	0.939
Work-life balance	3.673	0.039	0.988	0.990	0.984	0.080	0.695	0.864
Job engagement	3.370	0.043	0.960	0.912	0.945	0.076	0.830	0.983
Financial scale	4.006	0.046	0.991	0.995	0.989	0.079	0.643	0.823

Figure 1

Model-1 Analysis Results



The model analyses were utilised in the study. Therefore, Harman’s Single-Factor Test was first performed using SPSS so as to pre-empt possible errors. This test precluded possible data errors and helped to develop a much healthier model (Aguirre-Urreta & Hu, 2019). 26.846 percent of studying under one factor is explained through Harman’s Single-Factor Test.

Table 2

Model-1 Analysis Results

			β_1	β_2	S.E.	C.R.	p
Measurement Model							
HWI-WI	<---	DUWAS	0.426	0.404	0.066	6.151	< 0.001
HWI-WI	<---	WLB	-0.134	-0.121	0.050	-2.426	0.015
HWI-WI	<---	ENGAGE	0.120	0.100	0.053	1.887	0.059
HWI-WI	<---	FINANCIAL	0.156	0.157	0.055	2.876	0.004
HWI-TC	<---	DUWAS	0.262	0.265	0.051	5.184	< 0.001
HWI-TC	<---	WLB	0.026	0.025	0.043	0.582	0.561
HWI-TC	<---	ENGAGE	0.557	0.498	0.050	9.978	< 0.001
HWI-TC	<---	FINANCIAL	-0.057	-0.061	0.047	-1.305	0.192
Structural Equation Model							
CAREER	<---	HWI-TC	0.164	0.232	0.102	2.267	0.023
CAREER	<---	HWI-WI	0.059	0.089	0.09	0.99	0.322
CAREER	<---	ENGAGE	0.494	0.625	0.083	7.519	< 0.001
CAREER	<---	FINANCIAL	-0.126	-0.192	0.068	-2.830	0.005
CAREER	<---	DUWAS	-0.130	-0.186	0.084	-2.215	0.027
CAREER	<---	WLB	0.056	0.077	0.062	1.244	0.213

β_1 : Standard coefficient, β_2 : Non-standard coefficient.

In the study, structural equation modelling (SEM) analysis of two different models was performed with the help of Amos and the intervention effects of HWI-TC and HWI-WI statements were measured. The reason why two different models were used stemmed from the fact that it was impossible to explain the premises of HWI-TC and HWI-WI such as career satisfaction, financial needs and work-life balance merely through a model. The two models which

were developed played an effective role in explaining the effects of the premises, separately. With the help of SEM, the intent was to test the hypotheses by means of a single model. However, in measuring the mediating effect, the analyses could only be explained with two different models rather than a single model as the mediating variable had different effects on other variables.

SEM analysis was conducted in the first model to determine the mediating effects of HWI-TC and HWI-WI between career satisfaction and other variables. The goodness of fit index of the model was found to be ($X^2(df)= 1.798$; $p = 0.002$; RMSEA: 0.046; CFI = 0.978; GFI = 0.970; AGFI = 0.940; NFI = 0.953; TLI = 0.963; RMR= 0.041; SRMR= 0.037). The aforementioned values showed that the model corresponded to goodness of fit index for analysis (Schreiber et al., 2006). The path diagram regarding the model is presented in Figure 1.

Table 3

Model-1 Indirect Effect Analysis Results

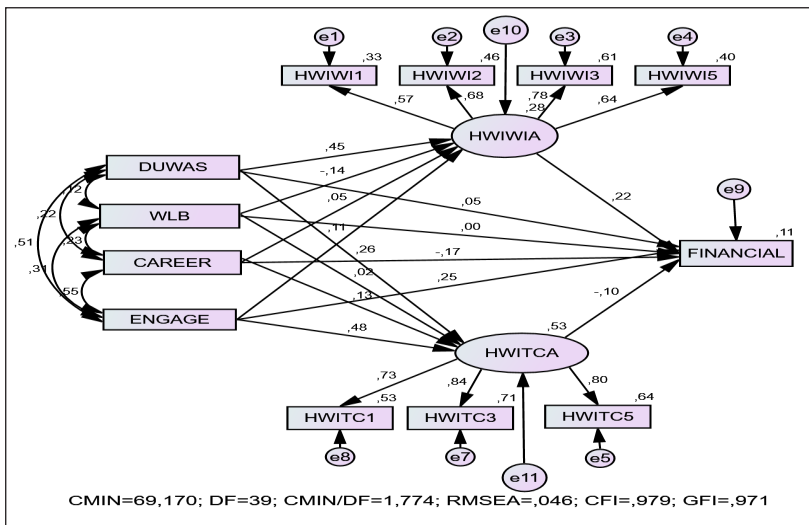
Path	Direct and Indirect Effect	S.E.	C.R.	Lower Bound	Upper Bound	p
Pre- Model DUWAS ---> CAREER	-0.062	0.071	-1.241			0.215
DUWAS ---> CAREER	-0.130	0.084	-2.215			0.027
Pre- Model DUWAS ---> HWI-TC	0.261	0.051	5.166			< 0.001
DUWAS ---> HWI-TC	0.262	0.051	5.184			< 0.001
DUWAS ---> HWI-TC --->CAREER	0.068			0.002	0.159	0.045
Pre- Model ENGAGE --->CAREER	0.593	0.066	11.425			< 0.001
ENGAGE--->CAREER	0.494	0.083	7.519			< 0.001
Pre- Model ENGAGE ---> HWI-TC	0.557	0.050	9.958			< 0.001
ENGAGE ---> HWI-TC	0.557	0.050	9.978			< 0.001
ENGAGE ---> HWI-TC --->CAREER	0.099			0.003	0.198	0.045

In order to determine the mediating effect of Model 1, the bootstrap technique by means of Amos program was utilised. The test was

conducted at 95 percent confidence interval and as CI bootstrapping over 5,000 resamples. The values regarding Measurement Model and Structural Equation obtained through the test are presented in Table 2. When Table 2 was considered, it was found that there were two different factors which constituted a significant path model. In accordance with H_{1a} hypothesis, it was observed that HWI-TC could have a mediating effect between workaholism and career satisfaction and that HWI-TC could have a mediating effect between job engagement and career satisfaction in accordance with H_{1c} . In this respect, the analysis results are shown in Table 3.

Figure 2

Model-2 Analysis Results



Within the context of obtained results, the hypothesis of H_1 was partially accepted, while the hypotheses H_{1a} and H_{1c} were accepted.

In the second model, SEM analysis was performed so as to determine the mediating effects of HWI-TC and HWI-WI between financial needs and other variables. The goodness of fit index of the model was found to be ($X^2(df)= 1.774$; $p = 0.002$; RMSEA: 0.046; CFI = 0.979; GFI = 0.971; AGFI = 0.941; NFI = 0.954; TLI = 0.964; RMR = 0.039; SRMR = 0.036). The aforementioned values showed

that the model corresponded to goodness of fit index for analysis (Schreiber et al., 2006). The path diagram regarding the model is presented in Figure 2.

In order to determine the mediating effect of Model 2, the bootstrap technique by means of Amos program was utilised. The test was carried out at 95 percent confidence interval and as CI bootstrapping over 5,000 resamples. The values regarding the Measurement Model and Structural Equation obtained through the test are shown in Table 4.

Table 4

Model-2 Analysis Results

			β_1	β_2	S.E.	C.R.	p
Measurement Model							
HWI-WI	<---	DUWAS	0.451	0.427	0.067	6.384	< 0.001
HWI-WI	<---	WLB	-0.143	-0.129	0.051	-2.556	0.011
HWI-WI	<---	CAREER	0.046	0.030	0.042	0.724	0.469
HWI-WI	<---	ENGAGE	0.113	0.094	0.061	1.536	0.125
HWI-TC	<---	DUWAS	0.264	0.268	0.051	5.284	< 0.001
HWI-TC	<---	WLB	0.021	0.020	0.043	0.470	0.638
HWI-TC	<---	CAREER	0.129	0.091	0.036	2.523	0.012
HWI-TC	<---	ENGAGE	0.475	0.425	0.055	7.719	< 0.001
Structural Equation Model							
FINANCIAL	<---	HWI-TC	-0.102	-0.095	0.079	-1.194	0.233
FINANCIAL	<---	HWI-WI	0.218	0.216	0.07	3.086	0.002
FINANCIAL	<---	CAREER	-0.172	-0.112	0.040	-2.818	0.005
FINANCIAL	<---	ENGAGE	0.248	0.205	0.067	3.070	0.002
FINANCIAL	<---	DUWAS	0.052	0.049	0.065	0.747	0.455
FINANCIAL	<---	WLB	0.001	0.001	0.048	0.017	0.987

Table 4 was considered since there was no interaction between the variables of workaholism and work-life balance and financial needs; it was observed that no significant path model was formed. Although the model was found to be compatible in the test results, it was found that HWI did not have any indirect effect. Therefore, based on the results obtained, H₂ hypothesis was rejected.

DISCUSSIONS AND IMPLICATIONS

The present study aimed to test the interaction of HWI with different premises (i.e., career satisfaction, workaholism, work-life balance, job engagement, and financial needs) and the indirect effect of HWI-TC and HWI-WI. The study utilised SPSS and AMOS to interpret the data. The analysis results showed that HWI-TC had a mediating impact on the influence of workaholism and job engagement on career satisfaction. From this point of view, time was found to have a significant effect on career satisfaction, while overworking (out of normal working hours) was found to negatively affect career satisfaction. In the same vein, HWI-WI which refers to working hard in accordance with working hours, was observed to have a limited effect.

The H_1 hypothesis was partially accepted and HWI-TC was found to have a mediating effect between workaholism and career satisfaction, which was in accordance with H_{1a} hypothesis. Furthermore, the interaction between workaholism and HWI-TC was positive and significant ($\beta = 0.262$), which showed compatibility with previous studies (Bakker et al., 2014; Schaufeli, 2016; Van Beek et al., 2014). Additionally, the effect of HWI-TC on career satisfaction was positive and significant ($\beta = 0.164$). While the effect of workaholism on career satisfaction was negative and insignificant ($\beta = -0.062$), this interaction turned out to be negative and significant ($\beta = -0.130$) through the established model. It was also observed that HWI-TC had a low but significant mediating effect ($\beta = -0.068$) between workaholism and career satisfaction and it had played a regulatory role as it changed the insignificant effect into a significant one. It is thought that workaholism did not come off in terms of career satisfaction as it had negative effects on overworking, inadequate rest and work-life balance (Snir, 2018). Although employees have unlimited desire for a better career and position (Snir & Harpaz, 2021), the present study found that workaholism had a negative effect on career satisfaction. Some studies in the literature revealed that workaholism had a negative impact on job satisfaction ($\beta = -0.17$) and job performance ($\beta = -0.10$) (Van Beek et al., 2014). Nevertheless, the studies also referred to the positive effects of job engagement while supporting the negative effects.

HWI-TC was determined to have a mediating effect between job engagement and career satisfaction. The interaction between job

engagement and HWI-TC was found to be positive and significant ($\beta = 0.557$). the aforementioned value showed compatibility with previous studies (Astakhova & Hogue, 2014; Moyer et al., 2017; Snir, 2018; Turner & Mariani, 2016). The effect of HWI-TC on career satisfaction was also positive and significant ($\beta = 0.164$). Similarly, the impact of job engagement on career satisfaction was positive and significant ($\beta = 0.593$). This interaction became positive and significant ($\beta = 0.494$) with the help of the established model. Furthermore, HWI-TC was observed to have a low but significant ($\beta = 0.099$) mediating effect on job engagement and career satisfaction. In order to provide career satisfaction in mediating the effects of HWI-TC, it is proposed that employees work longer voluntarily. The analysis results indicated that career satisfaction decreased slightly as a result of working longer voluntarily. Business sectors are reluctant to pay their employees, overtime although they work for longer periods of time. This explains why the business sectors support concepts such as job engagement, organisational identification and organisational commitment (Astakhova & Hogue, 2014). The job engagement levels of employees will increase as a result of meeting their expectations of career satisfaction and financial needs. However, it will decrease if these expected outcomes are not achieved. For this reason, businesses should strike a balance in providing continuity in job engagement. In accordance with psychological contract, the extra time devoted to the organisation by employees is expected to be reciprocated in the form of financial and moral support to the employees. This expectation becomes true when career satisfaction is met (Coetzee & Bester, 2019).

Moreover, H_2 hypothesis was rejected. Although it was expected that the same intervention effect would be observed in financial needs, which would match with the literature (Houllfort et al., 2014; Snir, 2018; Snir & Harpaz, 2012; Tziner et al., 2019), such an effect was not observed. Presently, employees are encouraged to work and forge a career plan without getting overtime pay (Savery & Luks, 2000), which has resulted in intervention effects being evident for career satisfaction but is not present in the financial needs dimension. In this respect, working intensely and by taking on more important tasks at the office can provide higher income along with promotions in the future. However, opportunities for promotions have decreased due to reduction in organisational hierarchical structure, horizontal expansion and downsizing. In the light of these developments, HWI has resulted in a negative impact.

The concept of HWI was developed by Snir and Harpaz in 2012. Via this concept, workaholism was not only connected to time but also linked to intensive work during working hours. It was found that HWI-TC had a mediating effect between career satisfaction and workaholism based on the duration of overworking. The current study partially confirms the findings by Snir and Harpaz (2012), however, it becomes quite difficult to compare the present findings with the findings of other studies due to the limited number of studies (61 studies) conducted on the issue. In this respect, the present research is thought to make a significant contribution to the literature as it involves many variables. Although there are 61 studies in the literature which seems a large number, this number is in fact low in terms of verifying each other's results and proving their accuracy or reliability through new variables. For instance, it is considered that there are 5,379 studies on work engagement in the Web of Science data base, which clearly indicates that the number of studies (61 studies) is remarkably small.

CONCLUSION, LIMITATIONS, AND DIRECTIONS FOR FUTURE RESEARCH

The relationship between career satisfaction and HWI was measured for the first time through the present study. Compared to previous studies, career satisfaction, work-life balance, and financial needs were tested via a holistic approach. The study has limitations in terms of the fact that it was conducted only in Kars. Furthermore, the limited number of studies conducted on HWI in the literature forms another limitation of the study. For future studies, it is suggested that new studies should be conducted by improving the HWI concept in such a way as to cover the areas of Society 5.0, Industry 4.0, organisational silence, and organisational cynicism.

ACKNOWLEDGMENT

The author declares that there is no potential conflict of interest with respect to the research, authorship, and/or publication of this article.

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