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**Relationship between Organizational Identification and Employee
Well-Being: Workaholism as a Mediator**

Summary of the PhD HSE thesis

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Publications:

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INTRODUCTION

Research problem: Today work is one of the crucial spheres of human life. A person is usually engaged in work in the framework of an organization that acts as an employer. Numerous research has indicated that there usually arises a certain psychological bond reflected in the attachment that employees feel more or less intensely towards the organization they work for (Abrams, Ando, & Hinkle, 1998; Harris, Hirschfeld, Feild, & Mossholder, 1993; O'Reilly & Chatman, 1986). This psychological bond is most frequently studied with the help of the organizational identification construct (Ashforth, Harrison, & Corley, 2008; Ashforth & Mael, 1989). Extensive empirical research works proved the opinion shared by many psychologists that organizational identification is a positive attitude favorable for both the organization and the employee (Hunter & Thatcher, 2007; Lee, Park, & Koo, 2015; Riketta, 2002, 2005; Riketta & van Dick, 2005; Steffens, Haslam, Schuh, Jetten, & van Dick, 2017; Vandenberg & Lance, 1992). Moreover, the stronger it is manifested, the better. However, this mostly positive view on the organizational identification is one-sided, and recently it has been questioned. Early theoretical papers emphasized that strong attachment to the organization may entail negative consequences for both the organization and the employer (Dukerich, Kramer, & McLean Parks, 1998; Randall, 1987). Some works also feature empirical proof of the negative consequences of psychological bonds, in particular, studies of the relationship between employees' organizational identification and their well-being draw controversial conclusions.

This controversy in outcomes may be explained by two reasons. Firstly, the relationship between the organizational identification and its consequences may be non-linear. The increase in the level of identification may be related to the increase of positive consequences to a certain limit. When the latter has been achieved, the relationship may disappear or even turn negative. This hypothesis has been proved by the some research that have determined the curvilinear relationship of the affective organizational commitment, a construct similar to that of organizational identification

(see van Dyk, 2006; Ловаков & Липатов, 2011)) to job satisfaction and turnover (Somers, 1999), as well as with burnout and performance (Morin, Vandenberghe, Turmel, Madore, & Maiano, 2013). It was also revealed that job involvement is another construct close in meaning to identification and commitment (Ricketta & van Dick, 2009) and it proved to have curvilinear relationship with anxiety (Addae & Wang, 2006).

Secondly, the relationship between organizational identification and either positive or negative consequences may be mediated by variables rather than direct, with the former either reducing it to zero or changing its value from positive to negative (Ashforth et al., 2008). Recent research has demonstrated that the employee attachment to the organization may entail both positive and negative consequences that are mostly revealed in case of a great extent of attachment. These include increased burnout, work-family conflict, reduced job and life satisfaction and overall employee well-being (Avanzi, van Dick, Fraccaroli, & Sarchielli, 2012; Avanzi, Zaniboni, Balducci, & Fraccaroli, 2014; Li, Fan, & Zhao, 2015; Morin et al., 2013; Randall, 1987; Siegrist et al., 2004). Workaholism may be among the variables that mediate the employee organizational attachment and well-being. Merging the employee's own goals, achievements and successes with those of the organization that arises in case of a great or excessive attachment to the organization may enhance the role of the organization and work in the life of the employee. The employee may aspire to increase their contribution to the functioning of the organization, which is typical of workaholics.

However, there has been little research into these mechanism. The studies focus on specific samples, thus one must be cautious when transferring their outcomes to other organizations, jobs or employee categories. Therefore, today there is no reliable or sustainable proof of negative consequences of employee identification with the organization or the mechanisms of their formation.

The research object is organizational identification as a characteristic of the employee organizational attachment.

The research subject is the relationship between the employee organizational identification and well-being.

The research aims to reveal the peculiarities of the relationship between the employee organizational identification and well-being and to determine the role of workaholism in this relationship.

Research hypotheses:

Hypothesis 1: The relationship between organizational identification and the employee well-being is non-linear.

Specific hypotheses:

- 1a. The relationship between organizational identification and job satisfaction is non-linear.
- 1b. The relationship between organizational identification and emotional exhaustion is non-linear.
- 1c. The relationship between organizational identification and work-family conflict is non-linear.
- 1d. The relationship between organizational identification and work engagement is non-linear.

Hypothesis 2: Organizational identification has an indirect negative effect on the employee well-being mediated by workaholism that is in the reverse to the direct positive effect: the high-level employee organizational identification leads to increased workaholism, which, in turn, is conjugated to the decrease in the employee well-being.

Specific hypotheses:

- 2a. Organizational identification is in non-linear relationship with workaholism: the relationship is absent at the low and medium level of organizational identification, but if the level of organizational identification is high, the relationship between them becomes positive.

- 2b. There is an indirect negative effect organizational identification has on job satisfaction. It is mediated by workaholism that is in the reverse to the direct positive effect.
- 2c. There is an indirect negative effect that organizational identification has on work engagement mediated by workaholism that is in the reverse to the direct positive effect.
- 2d. There is an indirect positive effect that organizational identification has on emotional exhaustion mediated by workaholism that is in the reverse to the direct negative effect.
- 2e. There is an indirect negative effect that organizational identification has on work-family conflict mediated by workaholism that is in the reverse to the direct negative effect.

The theoretical framework of the research includes the social identity theory (Tajfel, 1978; Tajfel & Turner, 1979, 1987) and the self-categorization theory (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987), as well as their applications to the organizational context (Ashforth et al., 2008; Ashforth & Mael, 1989; Haslam, 2001; Hogg, 2001; Hogg & Terry, 2000); the overall workaholism model that conceives it as an outcome of joint impact of personality traits, socio-cultural experience (e.g. social learning, culturally-determined competences and competition) and behavior reinforcement (e.g. a corporate incentive scheme) (Lovakov, 2012; Ng, Sorensen, & Feldman, 2007); the notions of workaholism as a tendency to work excessively and compulsively (Schaufeli, Shimazu, & Taris, 2009).

Method. The empirical data have been obtained through questionnaires that included several scales:

- to measure organizational identification the research employed the Russian-language version of the in-group identification scale (Agadullina & Lovakov, 2013; Lovakov, Agadullina, & Osin, 2015). It is built on the basis of the

hierarchical multi-component model of in-group identification (Leach et al., 2008);

- to measure workaholism the research employed the Russian-language version (Lovakov, 2016) of the Dutch Work Addiction Scale (DUWAS) (Schaufeli et al., 2009) that assesses workaholism through working excessively and compulsively;
- to measure job satisfaction the research employed the Russian-language version of The Brief Index of Affective Job Satisfaction (Thompson & Phua, 2012);
- to measure emotional exhaustion, the research resorted to the scale available at the *Professional Burnout* questionnaire (Vodopyanova & Starchenkova, 2009) that is the Russian-language version of the Maslach Burnout Inventory (MBI) questionnaire based on the three-component burnout model (Maslach & Jackson, 1986);
- to measure work-family conflict, the two statements were used: 1) ‘my work needs interfere with my private and family life’, 2) ‘my family or spouse/partner needs interfere with my work (Dallner et al., 2000).
- to measure work engagement, the research employed the Russian-language version (Kutuzova, 2006; Lovakov, Agadullina, & Schaufeli, 2017) of the Utrecht Work Engagement Scale (UWES-9) (Schaufeli & Bakker, 2004).

Sample includes 1783 employees (516 (29%) men, 1213 (68%) women, and 54 respondents who did not specify their gender) of a major Russian energy company selling thermal and electric power in several Russian regions. The participants were invited to take part in the survey via corporate mailshots. The average age of respondents is 36.36, (with a standard deviation at 9.55, 57 respondents did not specify their age); the average work experience is 15.58, (with a standard deviation at 9.99); the average work experience at the current employer is 6.90, (with a standard deviation at 6.86). Most respondents (1341) hold non-managerial positions, 249 are line managers, 178 are mid-level managers and 15 are top executives.

The research novelty:

1. The paper extends the boundaries of the organizational identification concept. In contrast to the wide-spread classical view on the organizational identification as a solely positive phenomenon, the work suggests considering it as having both positive and negative correlates.
2. For the first time the Russian sample was used to empirically investigate not only the negative aspect of the organizational identification, but also the mechanism of its functioning based on the non-linear relationship between organizational identification and workaholism as well as the role of workaholism as a mediator in the relationship between organizational identification and employee well-being .
3. The framework of the research involved designing the Russian-language versions of the Dutch Work Addiction Scale (DUWAS) and the in-group identification scale based of the multi-component model of in-group identification (Leach et al., 2008) as well as proving their good psychometric properties.

The theoretical significance of the research consists in systematizing and generalizing the existing theoretical notions and empirical data on positive and negative aspects of the employee's psychological attachment to the organization. Combined with the outcomes of the current research, they serve as a theoretical and empirical proof of the thesis on the non-linear character of the relationship between attitudes and behavior related to work and the overall *'too-much-of-a-good-thing effect'* as applied to organizational identification. Taking into account the existing of empirical proof of this effect in other fields of social and organizational psychology, there are reasons to consider it as a relatively universal phenomenon. The presence of this effect in the realm of the organizational identification allows to formulate the thesis on the existence of the optimum level in the organizational identification. When it is reached, the positive aspect of identification is enhanced to the maximum, while going beyond it increases the risk of the emergence of negative consequences both for the employee and the organization.

The practical relevance of the research lies in expanding the notion of organizational identification as a phenomenon having both positive and negative features, in providing better understanding of its ‘dark side’ and its underlying mechanisms. These findings may support the management in preventing potentially negative consequences of excessive identification. Stress, fatigue and burnout bring high costs for both the employee, who suffers from these factors and thus decreases productivity, the employer, whose efficiency is also reduced because of lower employee efficiency, absenteeism and turnout, and the society as a whole as it bears the costs related to the elimination of negative consequences and rehabilitation. Therefore, understanding potential reasons for reducing employee well-being and their prevention have an important practical value at the individual, organizational and societal levels.

The research outcomes suggest that the interventions based on developing the identification of the employee with the organization or its units, may have negative consequences that restrict employees’ efficiency. Identifying the optimal level of the organizational identification and ways to support it, will allow to maximize its positive effects.

The research argues that:

1. the ‘organizational identification’ construct may be considered as a basis for the conceptualization of the employee attachment to the organization;
2. organizational identification and workaholism are in non-linear relationship. Employees having a high level of organizational identification display a higher level of workaholism. Concurrently, employees having a medium- or low-level organizational identification display a medium-level workaholism;
3. organizational identification has both positive and negative correlates. Organizational identification has an indirect (through workaholism) positive effect on job satisfaction and work engagement as well as an indirect (through workaholism) positive effect on emotional exhaustion and work-family conflict.

The research outcomes were presented and tested at the XVIII Conference of the European Association of Work and Organizational Psychology (EAWOP-2017) held in Dublin in 2017, at the *Sociology and Society: Cooperation Under the Crisis Conditions* 2nd Congress of Ukraine's Sociology Association held in Kharkov in 2013, at the XVI Conference of the European Association of Work and Organizational Psychology (EAWOP-2013) held in Munster in 2013, at the XV Conference of the European Association of Work and Organizational Psychology (EAWOP-2011) held in Maastricht in 2011, *Psychology of Individuality III* All-Russian Scientific Conference held in Moscow in 2010 and at the seminar of the School of Psychology of the Higher School of Economics National Research University, Moscow 2018.

The research structure and scope. The paper consists of the introduction, two chapters, conclusion, references (203 sources) and 6 appendices. It contains 139 pages, 10 tables and 8 figures.

RESEARCH MAIN CONTENTS

Chapter 1 entitled *Organizational identification, well-being and workaholism* considers the phenomenon of employee's psychological attachment to the organization and the peculiarities of the interrelation between this attachment and the employee well-being.

Paragraph 1.1 discusses two ways of conceptualizing the employee's psychological attachment to the organization, the first one being through the 'organizational identification' construct and the second one through 'affective organizational commitment'. These constructs are close yet independent ones, they reflect different approaches to employee attachment to the organization. The theoretical analysis of the content of organizational identification and affective organizational commitment constructs as well as that of previous research outcomes

has revealed that it is organizational identification that can be considered as a basic construct for conceptualization of the employee attachment to the organization.

From the perspective of the social identity theory (Tajfel & Turner, 1979) and the self-categorization theory (Turner et al., 1987), individuals tend to refer themselves and people around them to certain social categories (e.g. gender, race, ethnicity, professional and religious groups, etc.) on the basis of their perception of personal features and attributes. This categorization allows individuals to, first of all, structure their social settings and, secondly, to determine their own position in this environment. One of the key concept of the theory is ‘social identity’ that H. Tajfel defines as ‘part of individual’s self-concept arising from the realization of one’s belonging to a social group (or groups) together with value and emotional significance attached to this membership’ (Tajfel, 1978, p. 63). Ashforth and Mael (1989) suggested considering organizational identification as a specific form of social identification. They define it as a ‘perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) in which he or she is a member’ (Mael & Ashforth, 1992, p. 104). An employee who identifies with an organization tends to support it and to contribute to pursuing its goals and interests as well as to feel emotional attachment to it. People may identify with an organization because it matches their need in autonomy (the organization provides the context for fulfilling one’s independent and self-organizing activities) or because it allows to satisfy the need in relating to others and provides the framework for increasing one’s self-esteem.

Paragraph 1.2 provides the theoretical validation of the relationship between the organizational identification and well-being. Stemming from the social identity theory approach, it can be argued that there is both positive and negative relationship between organizational identification and well-being of employees. Researchers point out several reasons why organizational identification affect the employee well-being (Haslam, 2001). Organizational identification helps to satisfy important needs, i.e. the need in safety, in belonging, in supporting positive self-esteem and in lowering the level of uncertainty. An individual self-categorization as a social group member has

significant consequences for well-being and undergoing stress (Branscombe, Schmitt, & Harvey, 1999; Gleibs et al., 2011; Haslam, Jetten, Postmes, & Haslam, 2009; Jetten, Haslam, & Haslam, 2012; Sani, Herrera, Wakefield, Boroch, & Gulyas, 2012). The reasons for that lie in the transactional model of stress (Lazarus & Folkman, 1984) that defines the reaction to stress as an interaction between the subjective evaluation of the event or the situation as stressful and the ability to cope with them. Firstly, the stronger a person categorizes oneself as a group member, the stronger their evaluation of the stressors will depend on their in-group perception and identifying with it (Gallagher, Meaney, & Muldoon, 2014; R. M. Levine & Reicher, 1996). Secondly, self-categorization is the basis for the process of actively handling this situation as when people act as group member, they are more likely to obtain support from other members and interpret it exclusively as group support in handling a stressful situation or event (M. Levine, Cassidy, Brazier, & Reicher, 2002; M. Levine, Prosser, Evans, & Reicher, 2005). These propositions find empirical proof in the organizational context as well (Bizumic, Reynolds, Turner, Bromhead, & Subasic, 2009; Cruwys, South, Greenaway, & Haslam, 2015; Greenaway et al., 2015; Haslam, O'Brien, Jetten, Vormedal, & Penna, 2005; Shamir & Kark, 2004; van Dick & Haslam, 2012; van Dick & Wagner, 2002; van Zomeren, Leach, & Spears, 2012; Wegge, van Dick, Fisher, Wecking, & Moltzen, 2006).

However, it cannot be stated that previous research provides only positive evidence of the relationship between organizational identification and employee well-being. Among 102 sizes included into the recent meta-analysis of the relationship between organizational identification and health (Steffens et al., 2017), 32 effect sizes did not display any significant correlation, whereas 4 show the negative correlation between them: M. Galang and S. Jones used a mixed sample of employees working for different organizations and established a negative correlation between the identification and stress (Galang & Jones, 2014); O. Herrbach used a sample of engineers to determine a positive correlation between identification and experiencing negative emotional states (Herrbach, 2006); A. Pisarski and her colleagues studied the sample of Australian nurses to conclude that the stronger group identification they

felt, the more frequently their respondents had physical health problems, though the correlation level was low (Pisarski, Lawrence, Bohle, & Brook, 2008); R. Zhang and co-authors analyzed bank employees and managers and found a positive correlation between identification and stress (Zhang, Liu, Wang, & Shen, 2011). A series of empirical research works also yielded the outcomes proving the relationship between identification and the factors that had a negative impact on employee well-being (Escartín, Ullrich, Zapf, Schlüter, & van Dick, 2013; Golden & Wiens-Tuers, 2006; Herrbach, 2006; Mühlhaus & Bouwmeester, 2016; Ng & Feldman, 2008; Pratt & Corley, 2007). Thus, the existing literature provides controversial evidence on the correlation between organizational identification and employee well-being.

The paper explains two potential mechanisms that condition the abovementioned controversial outcomes: 1) non-linear relationship between organizational identification and employee well-being; 2) indirect negative effect of organizational identification on well-being mediated by workaholism that is in reverse to the positive effect of psychological attachment to the employee well-being.

Chapter 2 entitled *Empirical research into the relationship between organizational identification and employee well-being* describes the empirical part of the research. To prove empirical research hypotheses, it was necessary to measure the manifestation of workaholism. As there are no Russian-language scales to measure workaholism understood as compulsiveness and excessive work concern, a separate research task consisted in translating the appropriate Dutch Work Addiction Scale (DUWAS) into Russian (Schaufeli, Taris, & Bakker, 2006). **Paragraph 2.2** entitled *The analysis of psychometric properties of the Russian-language scale of the Dutch Work Addiction Scale (DUWAS)* presents the results of testing psychometric properties of the Russian-language version of the scale. A series of confirmatory factor analysis was conducted to prove the construct validity of the Russian-language version of DUWAS and its compatibility with the original version. To prove the replicability and stability of the factor structure, multi-group confirmatory factor analysis was conducted. The two-factor DUWAS model's fit to empirical data better than that of one-factor. Multi-group confirmatory factor analysis

showed the equivalence of the DUWAS model measuring in male and female groups and the stability of its factor structure. DUWAS scales are characterized by convergent and discriminant validity. Therefore, the Russian-language version of DUWAS was concluded to have acceptable psychometric properties compatible with those of the original version and the versions in other languages.

Paragraph 2.3 describes the empirical research aiming to test the hypothesis on the non-linear relationship between organizational identification and employee well-being and on the indirect negative effect organizational identification has on employee well-being through workaholism.

To test the hypothesis on the non-linear relationship between organizational identification and employee well-being the research employed stepwise polynomial regression. Job satisfaction, emotional exhaustion, work-family conflict, work engagement and workaholism acted as dependent variables, whereas organizational identification was the independent one. During the first stage, control variables and the values of the organizational identification variables were added to the equation as predictors (linear regression); during the second stage the square of the organizational identification variable value was added (polynomial regression). However, the significance of the squared term of the regression equation does not necessarily imply the U-shape character of the relationship between the variables. The illusion of the non-linear relationship may be created due to the distributional asymmetry or insufficient variance (Le et al., 2011; Morin et al., 2013). Thus the correlations between the predictor and the dependent variable were also calculated separately before and after the turning point (the point where the sign of the relation changes, i.e. the lowest point of the U-curve or the highest point of the inverted U-curve) reflecting the non-linear relationship between them. If the signs of these correlations differ, it testifies to the non-linear character of the relationship.

To test the hypothesis on the non-linear negative effect the organizational identification has on employee well-being through workaholism, the path analysis was used. As it is supposed that the relationship between the independent variable (identification) and mediator (workaholism) is non-linear, the mediation effect may

depend not only on the ‘independent variable-mediator’ or ‘mediator-dependent variable’ relationships, but on the value of the independent variable itself. To take this into account, the instantaneous indirect effect (Θ_x) was used reflecting the changes in job satisfaction / work engagement / emotional exhaustion / work-family conflict extent derived from the impact of the organizational identification through workaholism at the specific level of organizational identification. If the mediator-variable is a linear function of the independent variable, Θ_x is a constant at different values of the independent variable, i.e. the indirect effect achieved through the mediator variable is equal regardless of the value of the independent variable. Three values reflecting the low level (-1 SD), the medium level (average value) and the high level ($+1$ SD) were taken as specific values of organizational identification for which the value of Θ_x were calculated.

Polynomial regressions calculated for each well-being indicator demonstrate that with three of them the coefficient of the squared term is statistically different from zero (job satisfaction: $B = 0.059$, [95% CI = $0.019 - 0.100$], $p = .004$; emotional exhaustion: $B = -0.071$, [95% CI = $-0.118 - -0.024$], $p = .003$; work engagement: $B = 0.063$, [95% CI = $0.019 - 0.100$], $p = .004$). Comparing the linear and polynomial models for each of the three well-being indicators shows that in all the three cases the polynomial model describes empirical data better. However, the difference in the explained variance between these two models is minimal, with ΔR^2 varying from .003 to .004, i.e. adding the squared term to the model increases the explained variance by less than 1%. Comparing the correlations of organizational identification with each of these three indicators of the employee well-being before and after the turning point reveals that in all the cases correlations retain their signs and remain almost similar in strength. This implies that the growth in the organizational identification level, the level of job satisfaction and work engagement increases as well, whereas the level of emotional exhaustion goes down both before and after the turning point. The visual comparison of the lines reflecting the linear and the non-linear models of the relationship between organizational identification and well-being indicators (see Figure 1) does not allow to conclude that there is a significant

difference in the level of fitting empirical data in linear and square equations describing the relations between organizational identification and each of the four well-being indicators. Thus, there is no reason to believe that organizational identification is in non-linear correlation with job satisfaction, emotional exhaustion, work engagement, and work-family conflict. Hypotheses 1a, 1b, 1c and 1d were not confirmed.

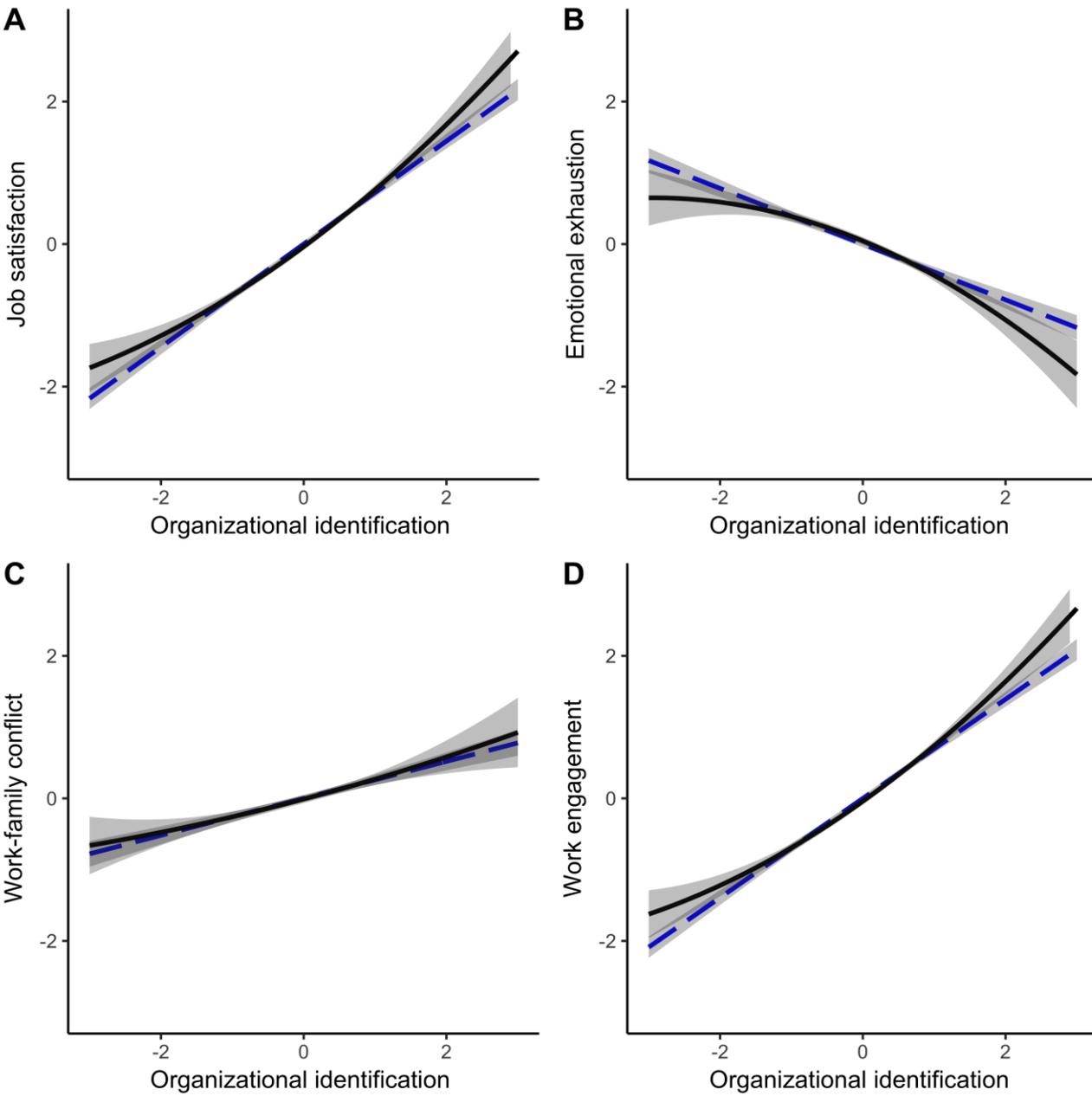


Figure 1. Linear and non-linear relationship between organizational identification and job satisfaction (A), emotional exhaustion (B), work-family conflict (C), work engagement (D). The variable values were standardized. The grey color is used to indicate the 95% confidence interval.

Similar analysis strategy was used to test hypothesis 2a on the non-linear relationship between organizational identification and workaholism. The polynomial regression shows that the coefficient for a squared term of the equation is statistically different from zero ($B = 0.036$, [95% CI = 0.018 – 0.053], $p < .001$). The Wald test demonstrated that adding it to the model leads to the statistically significant increase in the volume of the explained variance of workaholism by 1%. Concurrently, the correlations between organizational identification and workaholism before and after the turning point are different: before the turning point organizational identification and workaholism do not correlate, while after this point there is a positive correlation. This means that when low-level organizational identification increases, this growth is not accompanied by the growth in workaholism. However, if the level of organizational identification is high, its further increase goes hand in hand with the rise in workaholism. Figure 2 shows the lines illustrating the linear and non-linear models of the relationship between organizational identification and workaholism. The figure demonstrates that the difference between the linear and non-linear models arises at the end of the lines, i.e. with low and high levels of organizational identification. Higher values on the workaholism scale are marked for those employees having high (approximately above one standard deviation) scores on the organizational identification scales. Employees having a low or medium level of organizational identification obtained medium scores on the workaholism scale as well. Thus these results support hypothesis 2a on the non-linear relationship between organizational identification and workaholism.

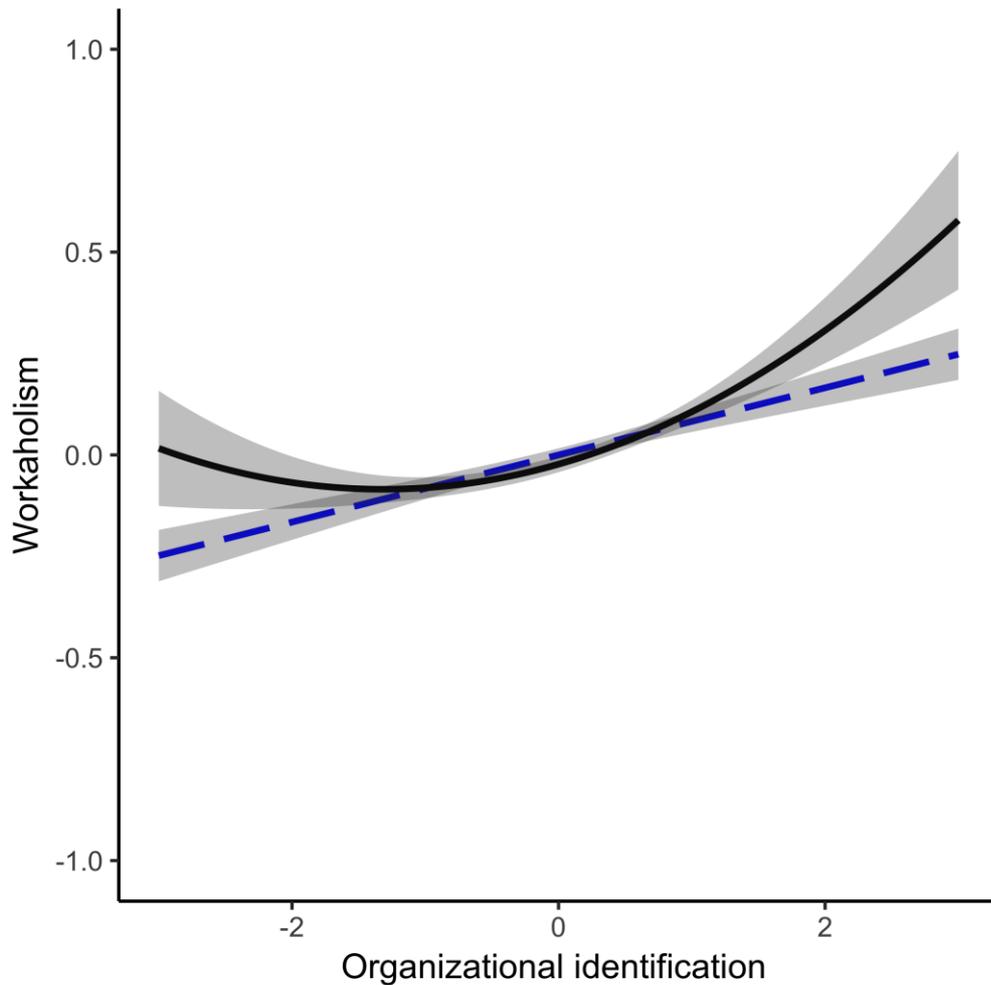


Figure 2. Linear and non-linear relationship between organizational identification and workaholism. The variable values were standardized. The grey color is used to indicate the 95% confidence interval.

The path analysis showed that there is an indirect positive effect that identification through workaholism has on emotional exhaustion and work-family conflict. The low-level organizational identification increase does not entail any growth of emotional exhaustion or work-family conflict. However, this is the case with medium- and high-level organizational identification (see Figure 3 A and B). In other words, in the groups of employees having medium- and high-level organizational identification the increase in the level of identification is accompanied by the growth of workaholism, which, in turn, goes together with the rise in emotional exhaustion and the perceived work-family conflict. Thus hypotheses 2d and 2e were confirmed.

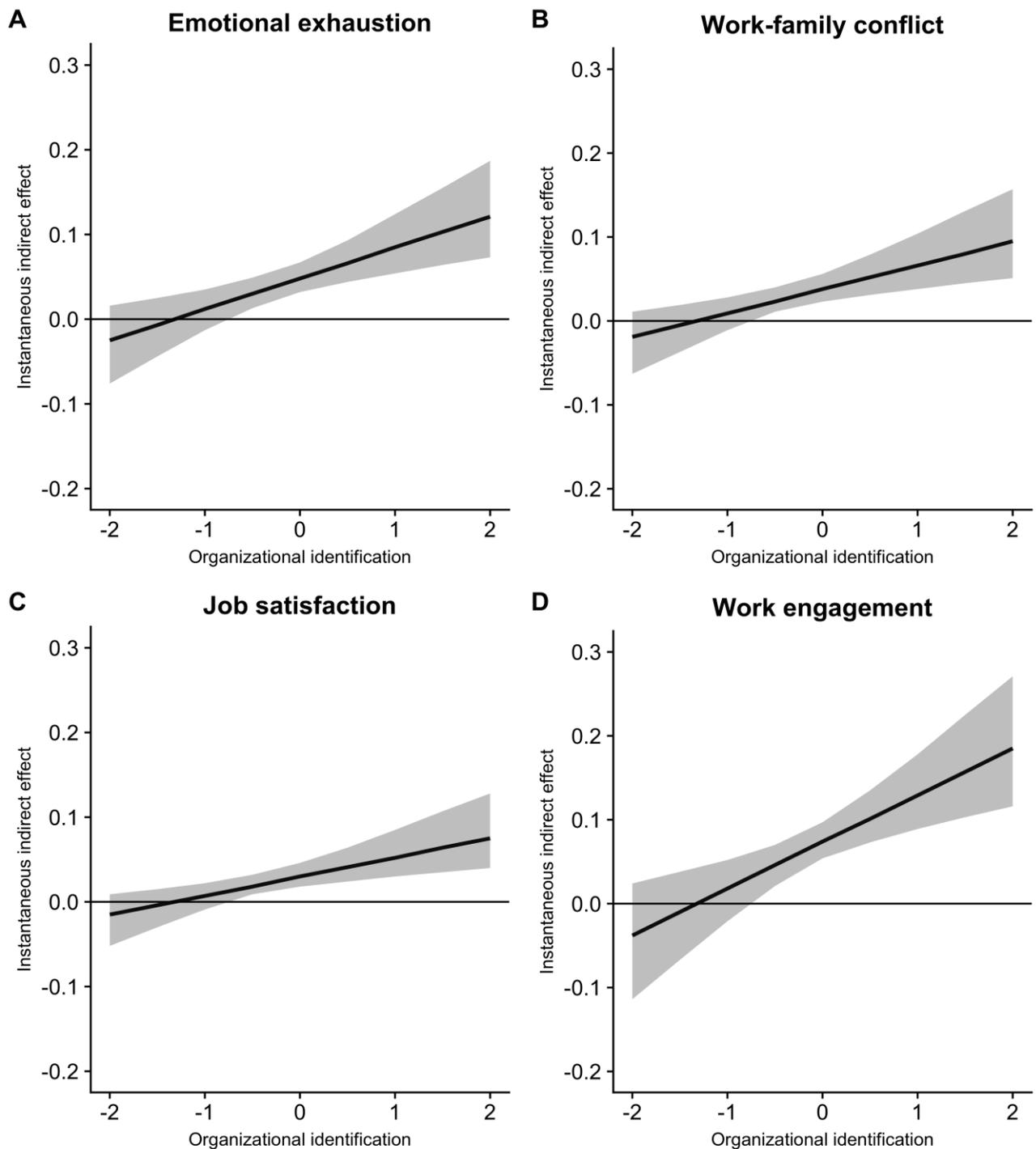


Figure 3. Instantaneous indirect (workaholism-mediated) effect of organizational identification on emotional exhaustion (A), on work-family conflict (B), job satisfaction (C) and work engagement (D). The grey color is used to indicate the 95% confidence interval.

Concerning the workaholism-mediated indirect effect of identification on job satisfaction and work engagement, the outcomes obtained proved surprising. Indirect effects (mediated by workaholism) of identification in groups where the level of identification was medium or high were estimated as positive (with job satisfaction

standing at 0.030 and 0.052, work engagement at 0.074 and 0.129 respectively), i.e. the higher their level of identification, the higher their workaholism and the higher their job satisfaction and work engagement (see Figure 3 C and D). This result fails to confirm hypothesis 2 and, moreover, it contradicts it. Thus, hypotheses 2a and 2b were not confirmed.

Thus, the hypothesis on the non-linear relationship failed to find any empirical proof. The research outcomes demonstrated the absence of empirical evidence to the non-linear character of the relationship (U-shaped or its reverse) between organizational identification and the four indicators of the employee well-being, namely, job satisfaction, work engagement, emotional exhaustion, and work-family conflict. On the whole, the results revealed that the stronger employees identify with the organization, the more they are satisfied with their job and engaged in work, and the less they suffer from emotional exhaustion. This is the kind of the relationship observed at any level of organizational identification. However, the increase in the level of organizational identification is accompanied by the growth in the work-family conflict. This process also goes in a similar fashion at all identification levels. In other words, there is a divergent relationship observed in regard to different employee well-being indicators and organizational identification. The three indicators demonstrate that the increase in the level of identification is linked to the growth in well-being, whereas the fourth indicator shows that this increase entails the reduction in well-being.

The research also demonstrates the presence of the non-linear relationship between organizational identification and workaholism, namely, with low and medium levels of organizational identification, its increase does not go hand in hand with the growth in the amount of workaholism. However, the rise in the already high-level organizational identification leads to the growth of workaholism. In other words, employees characterized by strong organizational identification tend to work more than formally required, to constantly think about working and engage in it to the detriment of other activities and spheres of life.

As it was expected, there are indirect positive workaholism-mediated effects that organizational identification has on emotional exhaustion and work-family conflict. These effects arise only with the high level of organizational identification. In other words, strong identification facilitates the rise in excessive and compulsory working, which, in turn, triggers the increase in emotional exhaustion and work-family conflict.

Nevertheless, these consequences were not observed for the two other well-being indicators, i.e. job satisfaction and work engagement. The research revealed an indirect as well as positive workaholism-mediated effect that organizational identification has on job satisfaction and work engagement. The higher level of organizational identification is related to higher levels of satisfaction and work engagement both directly and through workaholism. In other words, employees with strong organizational identification tend to work more excessively and compulsively, yet they turn out to experience higher job satisfaction and work engagement.

All things considered, the outcomes of this research allow to conclude on the ambivalent and controversial role of employees' organizational identification. On the one hand, belonging to an organization as a social group and identifying with it facilitate the satisfaction of employees' basic needs, which positively impacts their well-being. On the other hand, employees having a high degree of organizational identification tend to work excessively pursuing the employer's interests as they perceive them as their own. This excessive work may take negative forms and be accompanied by increased working hours, addiction to work, developing emotional exhaustion and life-work conflict. These outcomes empirically support the existence of potentially negative consequences of organizational identification, which confirms the need to review the traditional approach to this phenomenon as a solely positive one. The results obtained do not deny the positive aspect of the feeling of belonging and identification of the employee with the organization, yet they demonstrate potential hazards lying in too strong identification, in which case its positive effects may be offset by the negative ones.