Research Paper *IJBARR*
Impact Factor: 3.853 *E- ISSN -2347-856X*
Refereed, Listed & Indexed *ISSN -2348-0653*

IS WORKAHOLIC BETTER LEADER – A STUDY

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Abstract
The present study investigated in a sample of 130 information technology leaders whether there is any relationship between the leadership practices and workaholics. They were selected through the convenient sampling method. The leadership practices inventory and workaholism battery was administered. The age, length of service and parental status of the information technology leaders have the significant effect on their leadership practices and workaholism. Further implications are discussed in this article.

Keywords:Leadership practices, Workaholic, Leaders, Information technology, and Bangalore.

Introduction

Today's information technology sector work nature has fascinated a great deal of interest due to dynamic changes in working patterns, employment opportunity, and transformations in the meaning of work. The transformational leadership is a necessary ingredient required to make change happen. The transformational leaders have the ability to identify the needs of the change, create a vision to guide the change through inspiration and execute the change with the commitment of the team members.

Organizational change is often considered a transformational process and has been linked to individual attitude, personality, and emotional intelligence (Vakola, Tsaousis, & Nikolaou, 2004). Therefore, transformational leadership theory is one of several theories that focus on the importance of creating a positive and reciprocal relationship between leaders and constituents for organizational success.

Workaholism

The term "workaholic", coined by Oates (1971), refers to people whose need to work has become so exaggerated that it may constitute a danger to their health, personal happiness, interpersonal relations and social functioning (Oates, 1971). Some writers view workaholism positively from an organizational perspective (Korn et al., 1987; Machlowitz, 1980; Sprankle and Ebel, 1987). Some view workaholism negatively (Killinger, 1991; Schaef and Fassel, 1988; Oates, 1971).

Spence and Robbins (1992) define workaholism based on their notion of a "workaholic triad". The workaholic triad consists of three properties: work involvement, a feeling of being driven to work, and work enjoyment. Workaholics score high on work involvement and on feelings of being driven to work, and low on work enjoyment. In contrast, work enthusiasts score high on work involvement and work enjoyment, and low on the compulsion to work. Enthusiastic workaholics score high on all three components. Snir and Zohar (2000) define workaholism as the individual's steady and considerable allocation of time to work-related activities and thoughts, which does not derive from external necessities.

Leadership

In a competitive and quickly changing business environment, the effective leadership becomes one of the most critical needs and requirements (Bass, 1985; Bryman, 1986; Pierce and Newstrom, 1995). Transformational leadership is the leader's ability to motivate followers to achieve beyond what was originally thought possible. Transformational leadership has consistently shown advantageous effects on a range of individual and organizational outcomes (Bass, 1998).

The Present Study

In the present study author has focused on the relationship between one of the most widely used and validated measures of workaholism (WorkBAT) and with leadership practices. The purpose of this research is to better understand the correlates of workaholism and leadership practices. The goal of this study was to enhance our knowledge regarding leadership practices by examining its possible attitudinal (workaholism, defining the work involvement, work drive and work enjoyment) and demographic (age, length of service, marital status, and number of children) antecedents.

Hypotheses

The following hypotheses are framed to study the relationship between leadership practices and workaholism among the information technology leaders

1. There is a significant difference in Leadership practices and workaholism of information technology on the basis of their age, length of service, marital status, and parental status.
2. Leadership practices dimensions viz., modeling the way, enabling others to act, inspiring a shared vision, challenging the process, and encouraging the heart will positively relate to workaholism dimensions viz., work involvement, feeling driven to work and work enjoyment of the information technology leaders.

Method

The sample comprises of 130 information technology leaders who working full time and resides in the Bangalore area completed self-report surveys containing items assessing the variables described follows. The surveys contained the twenty five items of the Spence and Robbins (1992) workaholsim inventory. The survey items designed to assess work involvement, feeling driven to work and work enjoyment of the individuals. These items featured a seven-point response format ranging from not strong disagree (one point) to strongly agree (seven points) for the positive items and for negative items strongly agree (one point) to strongly disagree (seven point). The cornbrach alpha value of the tool is 0.67 to 0.71 for work involvement, 0.80 for feeling driven to work and 0.88 for work enjoyment.

The influence of leadership practices on organization performance was measured with leadership practices inventory developed by Kouzes and Posner (1997) in five dimensions viz., modeling the way, enabling others to act, inspiring a shared vision, challenging the process, and encouraging the heart. Each dimensions contained six items. There are five response categories for each item ranging from rarely (one point) to frequently (five points). Kouzes and Posner (1997) established the Cronbach Alpha values for all the sub-scales which were range from 0.75 to 0.87. This tool possesses both content validity and face validity. Based on the specific measures, the criterion group validity was established as 0.68. The concurrent validity of the tool is 0.72.

Analysis and Discussion

The 't' test was used for testing the significant difference between the means of demographic variables viz. marital status. The 'F' test was used for testing the significant difference between the means of demographic variables viz. age, years of service and parental status. To find out the relationship between the leadership practices and workaholism, linear correlation analysis was used and the correlation values were calculated.

Hypothesis: "Age of information technology leaders has a significant influence on their leadership practices and workaholism"

From the Table 1, it is found that 'F' values are significant for the entire workaholism dimensions viz. Work involvement, Work enjoyment and Feeling driven to work. And for the leadership practices, it is found that 'F' values are not significant for any of the dimension. Hence the hypothesis is accepted for workaholsim and rejected for the leadership practices. It is concluded that the information technology leaders differ significantly in entire workaholism dimensions and not for leadership practices.

Table – 1: Leadership Practices and Workaholism With Respect to Their Age

	AGE				F – value	Posthoc
Leadership practices dimensions	1 Mean (S.D)	2 Mean (S.D)	3 Mean (S.D)	4 Mean (S.D)		
Modelling the way	15.21 (2.85)	20.17 (2.95)	20.12 (3.09)	23.00 (3.08)	28.837	4 Vs 2 Vs 3 Vs 1
Inspiring a shared vision	18.59 (1.86)	20.09 (2.45)	20.96 (2.45)	22.88 (2.80)	12.836	4 Vs 3 Vs 2 Vs 1
Challenging the process	20.72 (2.45)	21.17 (1.93)	21.10 (2.62)	20.12 (2.69)	0.902	----
Enabling others to act	19.59 (1.86)	19.97 (2.56)	21.39 (2.30)	22.06 (1.78)	7.337	4 Vs 3 Vs 2 Vs 1
Encouraging the heart	19.62 (2.13)	20.46 (2.49)	20.47 (3.52)	20.71 (3.27)	0.702	----
Workaholism dimensions						

Work Involvement	39.93 (3.50)	42.03 (4.28)	43.49 (3.49)	45.29 (3.95)	8.857	4 Vs 3 Vs 2 Vs 1
Work Enjoyment	49.38 (5.55)	53.89 (4.03)	55.90 (3.43)	56.29 (4.24)	16.612	4 Vs 3 Vs 2 Vs 1
Work Driven	34.10 (5.14)	38.46 (3.96)	39.12 (3.95)	39.12 (2.83)	10.293	4, 3, Vs 2 Vs 1

1. Less than 25 years – 29 Members
2. 26 years to 30 years – 35 Members
3. 30 years to 35 years – 49 Members
4. Above 35 years – 17 Members

The information technology leaders who are more than 35 years of age were high in all the significant dimensions of emotional self-awareness and workaholism. High in modeling the way may be due to the ability of the individuals to demonstrate their skill set in their trained or experienced domain had created the impact on individuals or organizations, this is evident from the study by Mathew (2014) as age was a significant predictor of score on modeling the way. High in inspiring a shared vision may be due to the ability of the individual to understand the key aspect of change processes in terms of providing direction and engaging the entire system towards excellence.

It is a good sign that the more than 35 years of aged individuals prefer encouraging behaviours within the organization. The young leaders always have a compulsion of establishing and proving themselves in the organization which make them to encourage people and be passionate them about their work.

It is quite natural that the young and experienced leaders, who want to grow in their professional life, invest their maximum and possible time and extent to engage themselves in the work related activities. Information technology leaders whose age were more than 30 years are high in work driven may be due to nature of deadline to the project and the type of issue facing by them. It is concluded that the information technology leaders differ significantly in entire workaholism dimensions as well as modelling the way, inspiring a shared vision and encouraging the heart dimensions of leadership practices with respect to their age.

Hypothesis: "Experience of information technology leaders has a significant influence on their leadership practices and workaholism"

From the Table 2, it is found that 'F' values are significant for the entire workaholism dimensions viz. Work involvement, Work enjoyment and Feeling driven to work. And for the leadership practices, it is found that 'F' values are significant for more than 50% of the dimensions viz., modelling the way, inspiring a shared vision and enabling others to act. Hence the hypothesis is accepted for both the workaholsim and leadership practices.

Table – 2: Leadership practices and workaholism with respect to their experience

	YEARS OF EXPERIENCE			F – value	Posthoc
Leadership practices dimensions	1 Mean (S.D)	2 Mean (S.D)	3 Mean (S.D)		
Modelling the way	17.66 (3.71)	20.37 (3.02)	22.17 (3.46)	17.157	3 Vs 2 Vs 1
Inspiring a shared vision	19.39 (2.31)	20.85 (2.50)	22.43 (2.74)	13.721	3 Vs 2 Vs 1
Challenging the process	21.05 (2.18)	21.04 (2.55)	20.26 (2.75)	0.999	----
Enabling others to act	19.84 (2.26)	21.24 (2.31)	21.87 (2.10)	8.918	3 Vs 2 Vs 1
Encouraging the heart	20.21 (2.39)	20.15 (3.41)	20.87 (3.36)	0.509	----
Workaholism dimensions					
Work Involvement	40.89	43.70	44.61	11.200	

	(4.16)	(3.12)	(4.12)		3 Vs 2 Vs 1
Work Enjoyment	51.70 (5.34)	56.13 (3.17)	55.57 (4.13)	14.668	2 Vs 3 Vs 1
Work Driven	36.52 (5.00)	38.91 (4.24)	39.09 (2.76)	4.972	3 Vs 2 Vs 1

1. Less than 3 years – 61 Members
2. 3 to 5 years – 46 Members
3. More than 5 years – 23 Members

More than 5 years of experience as leaders in the information technology sector are high all the significant dimensions of leadership practices as well as work involvement and work driven dimensions of workaholism. High in "work involvement" and "work driven" dimension of workaholism may be due to the demand in their responsibility increases their personal workload they work longer and harder than ever before.

Leaders who have 3 to 5 years of experience in the information technology sector are high in work enjoyment dimension of workaholsim. The work enthusiasts who are strongly and intrinsically motivated, creates their own style of working, get pleasure from their passionate involvement, are happy to exceed the demands of the job, and are score high in work enjoyment.

The ability to clarify the goals and values to be fixed for the individuals by listening to their voices and affirming shared ideals makes the leaders high in "Modeling the way". High in "Inspiring a shared vision" dimension of leadership practices may be due to the ability of leaders to set long term goals, envision what the end result might look like and communicate that vision to the team members. High in "enabling others to act" dimension of leadership practices may be due to the aptitude of the individuals to understand the strengths of their team members and their potential for more responsibility feel confident in enabling others to take control and initiative. It is concluded that the information technology leaders differ significantly in workaholism and leadership practices based on their length of service.

Hypothesis: "Marital status of information technology leaders has a significant influence on their leadership practices and workaholism"

From the Table 3, it is found that 't' values are significant for the two workaholism dimensions viz. Work enjoyment and Feeling driven to work. And for the leadership practices, it is found that 't' value is significant with the challenging the process alone. Hence the hypothesis is accepted for workaholsim and rejected for leadership practices.

Table – 3: Leadership Practices and Workaholism With Respect to Their Marital Status

	MARITAL STATUS		T – value
Leadership practices dimensions	Married Mean(S.D)	Unmarried Mean(S.D)	
Modelling the way	20.56 (2.67)	20.69 (2.31)	0.472
Inspiring a shared vision	20.82 (2.57)	20.67 (2.21)	0.731
Challenging the process	20.63 (2.54)	20.44 (2.11)	4.519*
Enabling others to act	20.41 (2.71)	19.94 (2.65)	2.056
Encouraging the heart	20.47 (2.89)	20.60 (2.25)	3.292
Workaholism dimensions			
Work Involvement	43.76 (4.05)	40.71 (3.52)	1.271
Work Enjoyment	55.56 (3.80)	51.54 (5.44)	5.729*
Work Driven	38.99 (3.76)	36.08 (5.09)	7.807*

1. Married – 78 Members
2. Unmarried – 52 Members

The information technology leaders who were married are high in all the significant dimensions of workaholism viz., Work enjoyment and Work driven also the "challenging the process" dimension of leadership practices. High in "work enjoyment" dimension of workaholism by the married information technology leaders may be due to the enjoyment of the responsibility assigned to them and often experienced the multitasking or pursing more than one activity at a time. High in "feeling of work driven" dimension of workaholism by the married information technology leaders may be due to the needs or wants in that particular task or the project assigned to those individuals who were influenced by their cognitive and/or behavioural reactions.

High in "challenging the process" dimension of leadership practices by the married information technology leaders may be due to the ability to search opportunities to innovative new products and experiment it with the cutting through technologies. It is concluded that married leaders significantly differ in their workaholism.

Hypothesis: "Parental status of information technology leaders has a significant influence on their leadership practices and workaholism"

From the below table it is found that, the parental status of the information technology leaders have influence in all the significant dimensions of leadership practices and workaholsim variables. It is quite interesting fact that the leaders who have two or more child had significant in all the dimensions of leadership practices Viz., "Modelling the way", "Inspiring a shared vision", "Enabling others to act", and "Encouraging the heart". As well as in the high in the "work involvement" dimension of workaholism. The leaders who have the work life balance make them to enjoy and more passionate towards the work.

Table – 4: Leadership Practices and Workaholism With Respect to Parental Status

	PARENTAL STATUS			F – value	Posthoc
Leadership practices dimensions	1 Mean (S.D)	2 Mean (S.D)	3 Mean (S.D)		
Modelling the way	19.75 (1.71)	20.67 (3.11)	21.54 (3.56)	11.082	3 Vs 2 Vs 1
Inspiring a shared vision	21.00 (3.02)	20.81 (2.76)	21.88 (2.88)	6.129	3 Vs 1 Vs 2
Challenging the process	20.50 (3.44)	20.90 (2.46)	20.88 (2.61)	0.370	----
Enabling others to act	20.75 (2.38)	20.67 (2.50)	22.63 (1.95)	9.079	3 Vs 1 Vs 2
Encouraging the heart	18.58 (2.11)	19.93 (3.49)	22.54 (2.54)	7.349	3 Vs 2 Vs 1
Workaholism dimensions					
Work Involvement	42.33 (5.52)	43.67 (3.50)	44.63 (4.07)	7.544	3 Vs 2 Vs 1
Work Enjoyment	54.50 (3.26)	55.76 (3.76)	55.75 (4.15)	8.421	2 Vs 3 Vs 1
Work Driven	38.67 (5.00)	39.10 (3.29)	38.96 (3.99)	4.638	2 Vs 3 Vs 1

1. No children – 12 Members
2. One Children – 42 Members
3. Two or more Children – 24 Members

From the above table it is found that the information technology leaders who have single child are high in work enjoyment and work driven dimensions of workaholism. The parental pressure and the lack of childhood relationships lead to the disturbance in the balance of work life which causes in the feeling of work driven. Whereas those who have ability to regulate the anxiety and pressure from their child leads to the right attitudes and develops ideas to deal with the work had enjoyed the work. It is concluded that married leaders significantly differ in their workaholism.

Hypothesis: Leadership practices (modeling the way, enabling others to act, inspiring a shared vision, challenging the process, and encouraging the heart) will positively relate to workaholism (work enjoyment, work involvement and work driven).

From the table 5, it is found that the correlation co-efficient are not significant for the half of the leadership practices dimensions. Hence, the hypothesis is rejected. It is concluded that the workaholism of leaders does not have significant impact on their leadership practices.

Table: 5 – Leadership Practices Versus Workaholism:Co-Relational Analysis

Leadership / Workaholism	Modeling the way	Inspiring a shared vision	Challenging the process	Enabling others to act	Encouraging the heart
Work enjoyment	0.185*	0.206*	-0.171	0.063	0.150
Work involvement	0.373*	0.149	-0.145	0.155	0.044
Work driven	0.307*	0.090	-0.069	0.118	0.044

From the above table it is found that the Modeling the way dimension of leadership practices have significant positive relationship with all the dimensions of workaholism viz., work enjoyment, work involvement and work driven. Leaders those who have the ability to manage the time consuming responsibilities and continued to engage in their professional activities enable them to high in the work enjoyment and involve in it.

The leaders who would be more perfectionist, expects the clear requirements from the business analyst, error free codes from the software engineers and which were tested by the standard procedures. These all are the some of the factors which ensures the successful implementation of the software programmes in the information industry. When the leaders tries to maintain the same in the fixed time leads to the pressure of work driven.

From the above table it is found that the Inspiring the shared vision dimension of leadership practices have significant positive relationship with work enjoyment dimension of workaholism. It may be due to the aptitude of the leaders who develops a shared view of the desired future of the organization to all the team members so that they are willing to commit the necessary time and energy to achieve. It is concluded that the workaholism of leaders does not have significant impact on their leadership practices.

Summary

This study extends the understanding of workaholism of the leaders who works in information technology sectors located in Bangalore, India. The correlational analysis reveals that “Modeling the way” dimension of leadership practices have significant positive impact in all the dimensions of workaholism. Usually workaholics work harder than their job requirements and they put a large amount of time and efforts than the other people expects from them. This was supported by the Schaufeli, Taris and Rhenen (2008) as workaholics work so hard out of an inner compulsion, need, or drive, and not because of external factors such as financial rewards, career perspectives, organizational culture, or poor marriage.

The finding from the Table – 1, Table – 2 and Table - 4, reveals that the age, length of service and parental status of the information technology leaders have the significant effect on their leadership practices and workaholism. It is noticed from the Table – 3, that the marital status of the leaders does not have significant effect on their leadership practices whereas have significant effect on their workaholism. The Table – 5, discloses that the “modeling the way” dimension of leadership practices have significant positive relationship with all the workaholism dimensions.

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