

Index

- A-B-C theory of psychological functioning 312–13
absenteeism 233, 245
absorption 195, 197
accident, risk of 50
accounting control 144
achievement, need for 117
achievement-oriented workaholics 177, 194, 208, 347–8
Achievement–Striving scale 180
Adam, B. 4, 5
Adaptive personality 96
adaptive preferences for hours 47–9
addiction 95, 243, 247
addiction to work *see* workaholism
adrenalin 64, 77, 86, 342
advertising 16, 46
affiliation needs 117
affluenza 19–20
Agut, S. 198
alcoholism 69, 242
Alliance for Work–Life Progress 245
altruistic love 344, 346
Alvesson, M. 132, 152
ambiguous working hours 225
American Daydream 7
American disease 6
American Dream 6–8, 18
annual hours worked, trends in 39, 40
 comparison by country 161
annualized hours schemes 222
antecedent of workaholism 179–81
Anttila, T. 225
anxiety 74, 75, 76, 84, 87, 183
anxiety arousal desensitization 324–5
appreciation for one's work 296, 301
arrogance 64, 75
Arthur, M.B. 272
attitudes in workaholism 95, 108–9, 122
Australia 4, 224
authentic Self 81, 85
autonomy 117, 144, 225, 332

Baaijens, C. 235
'bad' workaholism 194, 199
 see also workaholism, and work engagement, study
Bailyn, L. 304
balance 11
 see also work–family balance; work–life balance
bankruptcy 19, 20, 46
Bartol, K.M. 23
Beaudet, M.P. 278
Becker, P.E. 9
behavioral intervention strategies 323–6
behavioral patterns of workaholism 108, 109
behavioral stress symptoms 278
behavioral tendencies of workaholism 108–9, 112–14, 123–5
 Control of Others 114, 115–17, 121–2, 124–5
 job involvement 114–15, 176–7
 Non-Required Work 114, 115–17, 121–2, 123–4
 origins, investigations into 117–22
 personality traits 116–17
 survey items 112–14, 120–21, 123
 and work attitudes 114–16
Belgium, work hours 40
beliefs and fears 180
Belk, R.W. 15, 16, 18
Benson, J. 15
Berg, B.L. 92
Bhattacharya, M. 280
blame 312
blue-collar workers 3, 133, 168, 169
boredom, fear of 72–3
Bosch, G. 230, 234
boundaries 147, 325–6
boundary control 145–6
 see also temporal organizational boundary control, study

- Boyd, R.M. 81
 Bradshaw, P. 142, 143
 Brady, E.C. 89, 96, 112, 277–8
 Brazil, work hours 225
 breakdown syndrome of workaholism
 61–3, 70
 chronic fatigue 77–8
 crucial turning points 65
 fear, escalation of 71–7
 guilt 78–9
 losses leading to personality changes
 79–87
 obsession, internal dynamics 65–9
 paranoia 76–7
 perfectionism to narcissism 63–5
 personality changes 79–87
 Bresó, E. 199
 Brett, J.M. 13–14
 Briggs, S.R. 122, 124
 Brown, M. 15, 24
 Buelens, M. 194, 198
 Bumpus, M.F. 9
 Burke, R.J. 96, 180, 181, 183, 271
 burnout 28, 195, 198, 213
 Burwell, R. 186
 business models 151

 Callanan, G.A. 274
 Cameron, K. 336
 Campbell, I. 224
 Campbell, R. 76
 Canada, work hours 227
 capitalism 5, 16, 22
 care-related leave 228–9
 care responsibilities 230
 career development opportunities 228,
 231
 career satisfaction 181, 185, 303–4
 career stress model 164–6, 165
 career stressors 166
 career success, part-time professionals
 226, 272–3, 286–307
 career and personal life outcomes
 290–93
 career success, meanings of 293–300
 demographic information of sample
 289
 discussion 300–307
 overview 286–90
 peer respect 295
 practical implications 305–7
 theoretical implications 301–5
 career success–personal failure 270–72,
 274
 behavioral stress 278
 career success 272–3
 change techniques 279–80
 organizational flexibility 280–81
 personal failure 273–4
 physiological stress 278
 psychological stress 278
 resolving the dilemma 279–81
 stress management strategies 279
 time management strategies 279
 values, conflict of 274–6
 workaholism 276–8
 Cartwright, S. 5, 26
 Casey, C. 151–2
 casualization of labour force 224
 Chandler, D.E. 280–81
 change techniques 25–30, 279–80
 Chatman, J.A. 13, 23
 Cheek, J.M. 122, 124
 Chen, C.D.F. 186
 Cherrington, D.J. 174
 childcare facilities 227
 China, work hours 225
 choice in working time 234–6
 chronic fatigue 67, 77–8
see also fatigue
 Chronic Fatigue Syndrome 77
 clan culture 273–4
 Clark, L.A. 96
 Clarkberg, M. 9
 Clemens, J. 27
 cognitive boundaries 147
 Collard, L.M. 96
 Collinson, D. 143
 combination employee assistance
 program 249
 communication overload 26
 communication skills, loss of 80
 community-level actions for change
 29
 community satisfaction 183, 185
 compartmentalization 76
 compassion 67, 81, 84
 competence 332
 competition, intensification of 221
 competitive waking 10

- competitiveness strategy 232
 compliance 142–3, 335
 components of workaholism 103–4,
 109, 183–5
 compressed workweeks 233
 compulsive-dependent workaholics
 194, 347–8
see also obsessive-compulsive
 personality
 compulsive-dependent workaholism
 177
 compulsive non-workaholics 177
 compulsive workaholics 176–7
 conditional love 62, 71
 consumer demand 221
 consumerism 16, 29, 45–6
 consumption 22, 39, 45–6, 49
 Conti, D.J. 242
 continuum of workaholism 344, 348
 control 87
 Control of Others scale 114, 115–17,
 121–2, 124–5
 Controller-type workaholic 63, 77
 Cooke, G.B. 227
 Cooper, C.L. 8, 9, 29–30
 corporate culture 144, 151, 152, 225,
 273–5
 corporate values 274–6
 counseling strategies 185–7, 317–18
see also rational emotive behavior
 therapy (REBT)
 Crant, J.M. 272
 crisis situations 114, 246, 260–63
 cross-addictions 69
 Crouter, A.C. 9
 Cullen, J. 279

 Dalrymple, S. 27
 Dawson, S. 16–18
 De Graaf, J. 19
 deadlines 27, 144, 146
 death by overwork (karoshi) 8, 163–4,
 166, 170
 debt 7, 15, 46
 decent work 222
 decent work deficits 222–3, 234
 decent working time 222–3
 choice and influence 234–6
 family-friendly 226–9
 gender equality 229–32

 healthy 223–6, 237
 productive 232–4
 Deci, E. 18
 dedication 195, 197
 deductive research designs 90–91
 defense mechanisms 64, 71–2, 76, 84
 definitions of workaholism 92–7, 101,
 173–5
see also workaholism: integrated
 definition
 demographic changes 4, 221
 denial 87–8, 112, 186, 244, 266
 dependency 82–3
 depression 76, 86, 245, 278
 desensitization 324–5
 design options for research 90–91
 developing countries 225
 Dickson, J.W. 151
 Dickson, M.W. 275, 277
 Diener, E. 21
 directing behavior 134
 discovery, fear of 74–5
 Discrimination in Employment and
 Occupation Convention (1958)
 229
 dissociation 64, 76
 Dohring, P.L. 304
 dominance needs 116–17, 124
 dominant values 151
 Doty, H. 280
 downshifting 20, 30
 drive scale 103–4, 109, 111, 115, 116,
 184–5
 driven to work *see* drive scale
 drug abuse 242–3
 dual-career households 9, 12, 284, 285,
 306
 Dubin, R. 348
 Dutch employees *see* workaholism,
 and work engagement, study
 dysfunctional organizations 346–7

 EAPs (employer assistance programs)
 242–6, 249, 267
 referral of workaholics, study
 246–68
 conclusions 265–6, 267–8
 focus group 246–8
 manipulation check 248
 pilot study 248–9

- respondents' demographics 250
- respondents' employment information 251
- survey 249–65
- Earley, P.C. 180
- Eaton S. 304
- efficiency 5, 29, 74, 151
- ego disintegration 87
- Ehrhart, M.G. 12
- Ellis, A. 310
- emotional disturbance 312
- emotional exhaustion 78, 86
- emotional well-being 182
 - see also* psychological well-being
- empathy 67, 81
- Employee Assistance Professionals Association (EAPA) 246
- employee assistance programs (EAPs) 242–6, 249, 267
 - referral of workaholics, study 246–68
 - conclusions 265–6, 267–8
 - focus group 246–8
 - manipulation check 248
 - pilot study 248–9
 - respondents' demographics 250
 - respondents' employment information 251
 - survey 249–65
- employee-friendly work practices 146
- employee well-being *see* well-being
- employer demand for work hours 46–7
- engaged employees *see* work engagement; workaholism, and work engagement, study
- Enjoyment scale 98, 101, 103–4
- Enthusiastic Addicts (AEs) 177
 - beliefs and fears 180
 - extra-work satisfactions 182–3
 - family functioning 182–3
 - organizational values 180–81
 - psychological well-being 181–2
 - validating job behaviors 178–9
 - work outcomes 181
- enthusiastic workaholics 194, 331, 343, 344–5
- enthusiastic workaholism 341
 - and intrinsic motivation 333–5
 - and spiritual leadership theory 341
- equality 228, 229–32
 - see also* inequality
- ethical values 66–7, 347
- European Dream 8
- European Union (EU) 5–6, 40
 - Directive on Working Time (93/104/EC) 223
 - Part-Time Work Directive (97/81/EC) 231
- excellence, pursuit of 64
- excessive career stressors 166
- excessive work *see* workaholism
- extended leave 229
- external boundaries 146, 147
- external reward systems 335
- extra-work satisfactions 182–3, 184, 185
- extrinsic aspirations 16, 18–19
- extrinsic motivation 332, 333, 341
 - and non-enthusiastic workaholism 335–6
- extrinsic rewards 332, 341–2, 344
- extrinsic work orientation 23, 24
- face-time 29, 243
- failure, fear of 72
- Fair Labor Standards Act (FLSA) 38–9, 224
- faith 84–5
- family
 - and gender equality 229–30
 - and leave entitlements 228–9
 - and work hours 9–10, 226–9
 - and workaholism 179, 182–3
- family counseling 186–7
- family-friendly working time 226–9
- family-level actions for change 29–30
- family of origin 179, 186
- family responsibilities 226, 227–8
- family therapy 186–7
- Fassel, D. 95, 177, 187, 346
- fatigue 50, 67, 71, 86, 116
 - see also* chronic fatigue
- fear
 - of boredom 72–3
 - of discovery 74–5
 - escalation of 71–7
 - of failure 72
 - of laziness 73–4
 - of self-discovery 75–6

- Feeling function 65–7, 71, 75, 78–80, 85, 86
- Figart, D. 41
- fight or flight 77
- Finland, working time 225
- flexible working time 148, 228, 232, 233
- flexitime programmes 234, 235, 236
- Fling, S. 166, 169
- Flowers, C.P. 111
- FLSA (Fair Labour Standards Act) 38–9, 224
- Folksman, S. 164
- Fourage, D. 235
- fragmented time systems 232
- France 7
 - working hour laws 226
 - working hours 42
- Franklin, Benjamin 5
- Fried, Y. 8
- Fromm, E. 18
- Fry, L.W. 337, 338
- Future Career Prospects scale 181
- Galinsky, E. 9
- 'gaps' in actual and preferred hours 222–3, 234
- gender equality 228, 229–32
- gender segregated part-time work 228
- general work stressors 166
- George, D. 14, 138
- Germany
 - hours worked 5, 40, 42
 - part-time working 228
 - working time arrangements 234, 235
- Gerson, K. 4, 137
- Giberson, T.R. 275, 277
- Gibson, D. 280
- Gilovich, T. 24
- glass ceiling 230
- global economy 29
- globalization 23, 29, 221, 337
- goal identification 334
- Godbey, G. 133
- Golden, L. 14, 41, 223–4
- 'good' workaholics 194, 195
- 'good' workaholism 194, 199, 208
 - see also* work engagement
- government-level actions for change 29
- government, use of business models 151
- Grall, P. 280
- Great Depression 38
- greed 20, 87
- Greenhaus, J.H. 181
- Griffiths, M. 277
- guilt 71, 78–9
- gut reaction 67
 - see also* Intuition function
- Haas, R. 187
- Haipeter 225, 234, 236
- Hall, D.T. 280–81
- happiness 6, 16, 21, 24
- happiness–money relationship 20–25
- hard workers 62
- Hardy, C. 141
- Harpaz, I. 96–7
- Hart, Dr Archibald 77
- Harter, J.K. 199
- Hayes, T.L. 199
- Head, M.R. 9
- health and safety 223–4, 226
- health problems 77, 86–7, 164, 278, 336, 342
- health, requirements for 338, 345
- healthy working time 223–6, 237
- hegemony 151
- Heslin, P.A. 273
- Hickok, L.G. 96
- high job involvement 117, 124
- high status workers 134, 136
- higher-order needs 44, 343
- Hochschild, A.R. 137
- holiday time *see* vacation time
- home workers 144, 147
- Honore, C. 30
- hours of work *see* work hours
- Hours of Work (Commerce and Offices) Convention (1930) 223
- Hours of Work (Industry) Convention (1919) 223
- Hughes, E.C. 272, 286
- human resource management 29, 150–51
- humor, loss of 85
- hyper-performing workaholics 194, 208
- hyperactivity 78
- hypersensitivity 76

- Identity Transformation 304
- ill health *see* health problems;
psychological health problems
- ILO *see* International Labour
Organization
- imbalance 11–12, 26
see also work–life balance
- Impatience–Irritation scale 180
- impression management 87
- income–happiness relationship 20–25
- income inequality 7, 22–3, 46
- income-intensive leisure activities 48
- independence, loss of 82–3
- individual change strategies 25–7, 30
- individual values 237, 275, 276
- individualized hours 236
- inductive research designs 90–91
- industrial revolution 37–8, 136
- inequality 23
of gender 230
of income 7, 22–3, 46
see also equality
- inflexible working hours 227
- injury at work 50, 278
- insecurity 16, 64, 180
- instant gratification 6–7
- Institute of Management 8
- instrumental control 132, 134, 139–40
- instrumental reasoning 150–51
- integrity 66, 67, 69
loss of 65, 83–4
- Intent to Quit scale 181
- intergenerational work addiction 179,
186
- internal boundaries 147
- International Labour Organization
(ILO) 222
Conditions of Work and
Employment Programme 223
Decent Work agenda 229
Discrimination in Employment and
Occupation Convention (1958)
229
Part-Time Work Convention (1994)
231
Workers with Family
Responsibilities Convention
(1981) 226
- international labour standards 223, 229
- Internet as research tool 200–201, 213
- intimacy, loss of 81–2
- intrinsic aspirations 16, 19
- intrinsic motivation 332–3, 338, 343,
344, 345, 346
and enthusiastic workaholism 333–5
- intrinsic motivation model 337
- intrinsic rewards 333, 343
- intrinsic values of work 141–2
- intrinsic work orientation 23, 24
- Intuition function 65, 67–8, 69, 79, 81
- irrational beliefs 318–19
- irrational thinking 311, 316
- irritability 116
- Jackall, R. 275
- Jackson, A. 278
- Jacobs, J.A. 4, 137
- Jamieson, L.F. 180
- Japan
economic situation 158–9, 169–70
employment situation 158–60, 162
health complaints 166, 167
karo-jisatu (suicide by overwork)
163, 164, 166
karoshi (work to death) 8, 163–4,
166, 170
long hours, consequences of 163–4
part-time employment 159–60, 162
suicide 163, 164, 166
women workers 166, 170–71
work hours 160–62
work to death 8, 163–4, 166, 170
workaholism studies
career stress model 164–6, 170–71
economic situation 169–70
future research 170–71
work overload 168, 169
work type and age group 168
workaholic types 166–7
workaholism scale 167–8
worker's accident compensation 163,
164
- Jeffers, S. 280
- Jermier, J.M. 152
- job behaviors 178–9, 184
- job insecurity 14, 45, 137
- job-involved workaholics 176
- job involvement 114–15, 117–18, 124,
167, 179
see also work involvement

- job performance 198–9
 job satisfaction 23, 24, 115, 185
 job security, lack of 133
 job stress 115–16, 167, 179
 Jones, B. 194
 Jongsma, A.E. 242
 joy in work 110, 185
 see also work enjoyment
 Jung, C.G. 65, 76
- Kanai, A. 164, 166, 168, 169, 170–71
 Kanner, A.D. 16
 karo-jisatu (suicide by overwork) 163,
 164, 166
 karoshi (work to death) 8, 87, 163–4,
 166, 170
 Kasser, T. 16, 18–19, 24, 25
 Kawahito, H. 164
 Keene, J.R. 281
 keeping up with the Joneses 6, 20, 22
 Keichel, W. 194
 Khapova, S.N. 272
 Killinger, B. 65, 174
 Klein, K.J. 12
 knowledge workers 131, 139, 148–9, 303
 organizational control 146–7
 temporal boundary control 143–6,
 148
 work hours preferences 137
 Kofodimos, J. 11, 25–6, 27–8, 182
 Korman, A. 270, 279
 Korman, R. 270, 279
 Korn, E.R. 194
 Kossek, E.E. 304
 Kraimer, M.L. 272
- labor hours *see* work hours
 labor–leisure choice 43
 labor market regulations 42
 labor process theory 134
 labor protection laws 38
 Lambrou, P.T. 194
 Landers, R.M. 15
 Lawler, E. 337
 lawyers *see* legal profession
 Lazarus, R.S. 164
 laziness, fear of 73–4
 learning organizations 337
 Lee, C. 180
 Lee, M.D. 304
- legal profession 12–13, 15
 legislation
 for standard workweek 38–9
 for work hours 226, 235–6
 Lehndorff, S. 225
 leisure activities 48
 leisure time 7, 22
 Lewis, S. 29–30
 life-cycle stages 43
 and working time 226–7
 life satisfaction 15, 183, 184, 198, 334,
 338
 lifestyle behaviors 182
 Locke, E.A. 23
 long hours 37, 223, 233
 consequences of 49–50
 culture of 26–7, 230
 excessive 237
 and low pay link 224–5
 reasons for 10–20, 42–9, 188–9
 long-term working time accounts 234
 losses leading to personality changes
 79–87
 communication skills 80
 empathy and compassion 81
 feeling 79–80
 health 86–7
 humor 85–6
 independence 82–3
 integrity and respect 83–4
 intimacy 81–2
 spirituality 84–5
 low pay–long hours link 224–5
 Lowe, G. 271
 Lucas, R.E. 21
 Lukes, S. 141
- MacDermid, S.M. 304
 Machlowitz, M.M. 94–5, 174
 Major, V.S. 12
 male breadwinner–female homemaker
 roles 166, 227, 284
 Malka, A. 23
 managerial control 134, 145
 managerial privilege 150
 managerial staff 306
 work hours 225, 226, 230, 285
 work–life balance 279, 284–5
 see also professionals, part-
 time/career success studies

- marginal part-time hours 228, 231
 market-based objectives 225
 market culture 273
 market-driven management systems 225
 Mason, R.O. 346, 347
 mastery orientation 11–12, 26, 28
 material affluence 24, 25, 237
 materialism 15–19, 276
 maternity leave 29, 228–9
 Matherly, L. 337
 McAteer-Early, T. 277
 McEwen, J.L. 96
 McHale, S.M. 9
 McMillan, L.H.W. 89, 96, 112, 277–8
 measures of workaholism 175–6
 see also Work Addiction Risk Test (WART); Workaholism Battery
 mental health problems 164, 243, 244, 278
 Messenger, J.C. 234
 Miceli, M.P. 96, 174, 194, 196
 middle class, disappearance of 23
 Milanovic, B. 22–3
 minimum wage 29, 225
 Mitroff, I.I. 346, 347
 modeling behavior 134
 Moen, P. 9
 money–happiness relationship 20–25
 monitoring behavior 134, 144
 Montgomery, A. 274
 Moore, K.S. 96, 174, 194, 196
 moral values *see* integrity
 Mosier, S.K. 173
 motivation 3, 13, 44–5, 343
 motivation theory 331–6
 Mudrack, P.E. 96, 112, 114, 117, 124
 multi-tasking 26, 62

 narcissism 19, 63–5
 Narcissistic Controllers 63, 75
 National Defense Council for KAROSHI Victims (1989) 163
 National Survey of the Changing Workforce (NSCW) 284
 Nätti, J. 225
 naturalization of social order 150
 Naughton, T.J. 96, 112, 114, 117, 124, 176
 Naylor, T.H. 19

 Netherlands, work hours 40, 228, 231, 235
 new concept part-time work 285
 new economy professionals 230
 night work 223, 224
 nineteenth century work hours 38, 48
 Nippert-Eng, C.E. 145
 Non-adaptive personality 96
 non-delegation 167, 179, 184
 non-enthusiastic workaholic recovery
 for individuals 343–5
 for organizations 345–7
 and spiritual leadership theory 343–7
 for teams 345–6
 non-enthusiastic workaholics 194, 331
 non-enthusiastic workaholism 341
 and extrinsic motivation 335–6, 341
 and spiritual leadership theory 341–2
 non-regular employment 159–60, 162
 Non-Required Work scale 114, 115–17, 121–2, 123–4
 non-standard working hours 227
 non-wage benefits 228, 231
 non-work activity 137
 non-workaholics 177, 198, 333, 334
 normalization of part-time work 228, 231
 normative control 132–3, 134, 139–40, 151, 152
 of knowledge workers 131, 139, 148
 normative power 141–2
 Norway, survey 180

 Oates, W. 61, 92, 174, 177, 193–6
 objective career success 272, 273, 301–3
 obsession 63–5, 74, 78, 79
 internal dynamics of 65–9
 obsessive-compulsive personality 117, 118, 124, 335
 obstinacy 117–18, 124
 O'Driscoll, M.P. 89, 96, 98, 112, 277–8
 Oher, J.M. 242
 orderliness 118, 124
 O'Reilly, C. 13
 organization development 336–7, 346
 organization transformation 336–7, 338, 346

- organizational boundaries 134–5, 145–8
 environmental changes affecting 146–7
 workers' awareness of 132, 133
 organizational boundary control 143–6, 147–8
 organizational change strategies 27–8
 organizational citizenship 274, 275
 organizational control 132–5, 136, 139–48
see also temporal organizational boundary control, study
 organizational culture 144, 151, 152, 225, 273–5
 organizational demands 137, 144, 166
 organizational flexibility 280–81, 306–7
 organizational homogeneity 275
 organizational ideologies 149
 organizational performance 341–2, 346
 positive outcomes 345
 organizational power 140–43, 150–52
 critical theory perspective 149–52
 organizational values 150, 151–2, 180–81, 275, 346
 overemployment 46–50
 adaptive preferences for hours 47–9
 consequences of 49–50
 employer demand for hours 46–7
 overtime hours 38–9, 40, 46, 138, 146
 overtime payments 224, 225, 226
 overwork 13–14, 28, 197, 202, 224, 284
 consequences of 49–50
 Panagopoulou, E.P. 274
 paranoia 68, 76–7, 83, 85
 Parasuraman, S. 181
 parental leave 228–9, 230
 Part-Time Work Convention (1994) 231
 part-time work hours 136, 227–8, 235
 and gender equality 230–31
 in Japan 159–60, 162
 and professionals *see* professionals, part-time/career success studies
 passive-aggressive Pleaser workaholics 63
 paternity leave 29, 228–9
 Pearson, C.M. 346, 347
 peer respect 295, 301, 302
 Peeters, M.C.W. 274
 Peiperl, M. 194
 Peiró, J.M. 198
 Perez-Prada, E. 102
 perfectionism 63–5, 95, 167, 179, 277
 perfectionist workaholics 71, 72, 194, 347–8
 perfectionist workaholism 177
 performance-oriented value system 71
 Perlow, L.A. 134, 142, 144
 personal beliefs and fears 180
 personal failure 273–4
see also career success–personal failure
 personal values 84, 275
 personality changes 79–87
 communication problems 80
 dependency 82–3
 empathy, loss of 81
 feeling, loss of 79–80
 integrity, loss of 83–4
 intimacy, problems with 81–2
 sense of humor 85–6
 spirituality, loss of 84–5
 personality traits 96, 116–17
 pessimism 85, 336
 physical boundaries 147
see also organizational boundaries; temporal organizational boundary control, study
 physical health problems *see* health problems
 physiological problems *see* health problems
 planned obsolescence 20
 Pleaser workaholics 63, 82
 Poelmans, S.A.Y. 194, 198
 polarization of work hours 38, 40, 136, 162
 Pollay, R. 16
 Porter, G. 113, 174, 188, 194, 195, 199, 276–7
 positive human health and well-being 338, 345
 possession overload 20
 Post, P. 182–3
 post-traumatic stress counseling 245
 poverty 7, 22–3

- power 87–8
 and compliance 142–3
 normative power 141–2
 organizational power 140–43,
 150–52
 process power 141
 resource power 140–41
- Pratt, G.J. 194
- preferences for work hours 43–4, 46,
 137–9, 226–7
 and actual work hours ‘gap’ 222–3
 adaptation of 47–9, 225
 legislation for 235–6
- presenteeism 44
- primary functions 65–9
see also Feeling function; Intuition
 function; Sensation function;
 Thinking function
- process power 141
- productive working time 232–4
- productivity gains 232–3
- professionals 306
 work hours 225, 226, 230, 279
 work–life balance 279, 284–5
- professionals, part-time/career success
 studies 226, 286–307
 career and personal life outcomes
 290–93
 career success, meanings of
 293–300
 demographic information of sample
 289
 discussion 300–307
 overview 286–90
 practical implications 305–7
 theoretical implications 301–5
- promotion 12, 15
- psychological health problems 50,
 86–7, 164, 180, 278
see also health problems
- psychological well-being 23, 181–2,
 185, 343, 345
- psychosomatic symptoms 182, 198
- psychotherapy *see* rational emotive
 behavior therapy (REBT)
- public sector employees 15
- Putnam, R.D. 7
- quality of life 237
- Quinn, R.P. 182
- rat race 15, 45
- rational emotive behavior therapy
 (REBT) 186, 310–11, 326–7
 A-B-C theory of psychological
 functioning 312–13
 anxiety arousal desensitization
 324–5
 behavioral intervention strategies
 323–6
 boundary setting 325–6
 cognitive intervention strategies
 318–20
 counseling process 317–18
 emotional disturbance 312
 emotive intervention strategies
 320–23
 engaging in non-work activities 326
 intervention strategies 318
 irrational beliefs 318–19
 language transformation 319–20
 rational–emotive imagery 321–2
 relaxation 324
 role-playing 322
 self-management training 325–6
 shame-attacking exercise 322–3
 theoretical framework 311–13
 for workaholism 316–26
 workload reorganization 325
 rational–emotive imagery 321–2
- rational thinking 311, 322
- RE imagery 321–2
- Rebitzer, J.B. 15
- REBT *see* rational emotive behavior
 therapy (REBT)
- recognition for one’s work 296, 301
- reduced-load working 285, 287
- referral to EAP 249
- regulations on working hours 224, 226
- relaxation 78, 324
- religious affiliation 84–5
- repressed feelings 64–5, 79–80
- Resick, C.J. 275, 277
- resistance to organizational demands
 142–3
 resource power 140–41
- respect, loss of 81, 83–4
- rewards for long hours 12–14, 45
- Reynolds, J.R. 281
- Rhoads, J.M. 49
- Richins, M.L. 16–18

- Rifkin, J. 7
 'right to request' legislation 235
 rigidity 118, 124
 Robbins, A.S. 95–6, 114–15, 174, 177, 199, 313
 see also Workaholism Battery
 Robinson, B.E. 95, 111, 174, 179, 182–3, 186
 Work Addiction Risk Test (WART)
 95, 111–12, 123, 175–6, 196
 Robinson, J.P. 133
 role conflict 116, 124
 role overload 9
 role-playing 322
 Ryan, R.M. 18–19
- sabbaticals 229, 234
 Sahlins, M. 136
 Salanova, M. 198, 199
 Salomone, P.R. 314–15
 Sameroff, A.J. 15
 scaling back strategies 9–10
 Scarf, M. 81
 Schaeff, A.W. 187, 346
 Schaufeli, W.B. 111, 199, 274
 Schmidt, F.L. 199
 Schneider, B. 275
 Schor, J. 14, 137
 Scott, K.S. 96, 174, 194, 196
 Seibert, S.E. 272
 self-discovery, fear of 75–6
 self-doubt 64, 68, 69, 75, 84
 self-esteem 50, 151, 186
 self-help programs 185–6
 see also rational emotive behavior therapy (REBT)
 self-loathing 75, 84
 self-made Controller-types 85
 self-management training 325–6
 self-monitoring 116–17, 124
 self-referral to EAP 249, 266
 self-regulated working time 232
 self-worth 95, 151, 180, 186
 Sensation function 65, 68–9, 79
 sense of humor, loss of 85–6
 Seybold, K.C. 314–15
 Shadow side of personality 68, 76, 81
 shame 79, 82, 322
 shame-attacking exercise 322–3
 Sheldon, K.M. 24, 25
- Shepard, L.J. 182
 Shirom, A. 8
 short work hours *see* part-time work hours
 Sirgy, M.J. 15, 16
 sixth sense 67
 see also Intuition function
 sleep and work hours 10
 Smith, Adam 49
 Smith, H.L. 21
 Snir, R. 96–7
 social contagion 13, 14
 social protection systems 228, 231
 socialization practices 179–80
 societal change 28–30
 societal norms 150
 societal values 140, 237
 Society for Human Resource Management 242
 Sparks, K. 8
 Spence and Robbins, Workaholism Battery 110, 111–12, 122, 123, 176, 196
 Spence, J.T. 95–6, 114–15, 174, 177, 313
 spillover costs of overwork 224
 spiritual leadership theory 336–47
 12-step recovery program 344–5
 causal model 339
 corporate social responsibility 340
 enthusiastic workaholism 341
 non-enthusiastic workaholism 341–2
 non-enthusiastic workaholism, individual recovery 343–5
 non-enthusiastic workaholism, organizational recovery 345–7
 non-enthusiastic workaholism, team recovery 345–7
 spiritual well-being 340, 344
 spiritual needs 343
 spiritual well-being 338, 343, 345
 spirituality, loss of 84–5
 Srivastava, A. 23
 staff turnover 233
 standard of living 15, 17, 21, 22
 Statistics Canada 137
 stress 77, 87, 124, 342
 stress management strategies 279
 stress process model 164
 stretching working hours 225, 226

- Striving against others scale 180
 striving for mastery 11–12
 Stroh, L.K. 13–14
 Sturges, J. 286
 subjective career success 272–3
 substance abuse 242–3, 245
 substantial part-time hours 228, 231
 suffocative career stressors 166
 Suh, E.M. 21
 suicide 84, 87, 163
 superego 118, 124
 Sweden, working time 229
- Taris, T.W. 111
 Taylor, F.W. 5
 Taylor, L. 15
 team monitoring 144
 team work 142, 145
 technology 29, 38, 39, 146–7, 279
 telecommuting 146–7, 228, 233
 temporal organizational boundary
 control, study
 boundary creation 145–7
 conclusions 152–4
 critical theory perspective 149–52
 and knowledge workers 148–9
 organizational boundary control
 147–8
 organizational control 140–43
 research questions and observations
 132–5
 temporal organizational boundary
 control 143–4
 working hours preferences 137–9
 working time trends 136–7
 Terrible Twist 82
 Thinking function 65, 66, 67, 79
 ‘third dimension of power’ *see*
 normative power
 time 4–5
 time affluence 24–5
 time and hours worked, historical
 views 4–6
 time-and-motion studies 5
 time-banking schemes 228, 234, 235
 time-intensive leisure activities 48
 time management 9–10, 27, 279
 time poverty 20, 48, 237
 time-saving goods and services 48
 time sovereignty 233
 time-using goods and services 48
 Total Quality Management (TQM)
 culture 145
 trade unions 236
 Trump, Donald 10
 tunnel vision 66
 see also obsession
 Turnbull, S. 279
 12-step recovery programs 342, 344,
 346
 24-hour society 6, 221, 237
 Type A behavior 180
- UK
 health problems 8
 part-time work 228, 235
 work hours 5–6, 8, 9, 235
 unconditional love 344
 underemployment 39, 231
 unobtrusive power *see* normative
 power
 unsocial working hours 223, 224
 upward mobility 7, 276, 295, 301
 Utrecht Work Engagement Scale
 (UWES) 197, 202, 208
- vacation time 7–8, 25, 26, 39, 44, 141,
 143
 vacations 44, 74
 Väisänen, M. 225
 values, conflict of 274–6
 Van Boven, L. 24
 Verhoeven, L.C. 111
 vigor 195, 197
 vindictiveness 65, 77
 Visser, J. 228, 231
- Wakabayashi, M. 161, 168, 169
 Wallace, J.E. 12–14
 Wann, D. 19
 WART (Work Addiction Risk Test) 95,
 111–12, 123, 175–6, 196
 Weber, M. 5
 Webware 131
 boundary control 146, 147, 148
 evaluation of workers 142
 vacation time 141, 143
 work hours 132, 137, 142, 149
 well-being 23, 24, 197–8, 202, 213
 requirements for 338, 345

- Whetten, D. 336
- white-collar-workers *see* professionals
- Wicks, D. 142, 143
- Wilderom, C.P.M. 272
- Wilkins, K. 278
- Willmott, H. 132, 151, 152
- women
- employment opportunities 230–31
 - gender equality 228, 229–32
 - 'homemaker' role 166, 227, 284
 - work time 14, 229–31
- work addiction *see* workaholism
- Work Addiction Risk Test (WART) 95, 111–12, 123, 175–6, 196
- Work Addicts (WAs) 177, 187, 188
- beliefs and fears 180
 - extra-work satisfactions 182–3
 - family functioning 182–3
 - organizational values 180–81
 - psychological well-being 181–2
 - validating job behaviors 178–9
 - work outcomes 181
- work-and-spend cycle 14, 46
- work engagement 193, 195, 196–9, 212–13
- see also* workaholism, and work engagement, study
- Work Engagement scale 197, 200, 202
- work enjoyment 109, 110, 122–3, 184, 185, 199
- Work Enthusiasts (WEs) 177, 194–5, 313
- beliefs and fears 180
 - extra-work satisfactions 182–3
 - family functioning 182–3
 - organizational values 180–81
 - psychological well-being 181–2
 - validating job behaviors 178–9
 - work outcomes 181
- work ethic 6
- work–family balance 27–8, 227–9, 230, 231–2, 281
- work–family programs 27–8
- work hours
- actual-preferred 'gap' 222–3
 - determination 42–3
 - employer demand 46–7
 - excessive 233, 237 *see also* long hours
 - and family 9–10
 - and health 8–9
 - historical trends 4–6, 37–42, 136–7
 - inflation of 342–3
 - legislation for 226, 235–6
 - polarization 38, 40, 136, 162
 - preferences 43–4, 46, 47–9, 137–9, 222–3, 225, 226–7
 - trends in 4–6, 37–42, 41, 136–7
- work involvement 109, 110, 122, 184, 185, 194
- see also* job involvement
- work–leisure trade-off 13, 14
- work–life balance 232, 273–4, 278, 279–80, 343
- actions for 29
 - programs for 243
- work–life conflict 11, 27–8, 116, 124, 274–5, 278
- work/non-work life balance *see* work–life balance
- work overload 12, 164
- work satisfaction 181, 184, 334
- work spillover 12, 13
- work time *see* working time
- work to death (karoshi) 8, 163–4, 166, 170
- workaholic breakdown syndrome
- 61–3, 70
 - chronic fatigue 77–8
 - crucial turning points 65
 - fear, escalation of 71–7
 - guilt 78–9
 - losses leading to personality change 79–87
 - obsession, internal dynamics 65–9
 - paranoia 76–7
 - perfectionism to narcissism 63–5
 - personality changes 79–87
- workaholic families 62
- workaholic trap 87–8
- workaholic triad 122, 177, 194, 199
- workaholic types 176–7
- job behaviors 178–9
 - organizational values 180–81
 - personal demographics 178
 - personal life/family functioning 182–3
 - socialization practices 179–80
 - well-being 181–2
 - work outcomes 181

- work situation characteristics 178
- workaholism components'
 - evaluation 183–5
- workaholics 61–3, 314
 - characteristics of 89
 - self-identification 37
 - see also* workaholic breakdown syndrome; workaholic types; workaholism
- Workaholics Anonymous 95, 185, 345
- Workaholics: The Respectable Addicts* (Killinger) 62, 80
- workaholism 61, 69, 243–4, 246, 276–8, 313–14
 - antecedents 179–81
 - behavioral tendencies 123–5
 - job involvement 114–15, 176–7
 - origins, investigations into 117–22
 - personality traits 116–17
 - survey items 112–14, 120–21
 - and work attitudes 114–16
 - in career stress model 164–6
 - components 103–4, 109, 183–5
 - concept of 122, 193–6
 - definitions 92–7, 101, 173–5
 - integrated definition 89–105
 - conceptual integrated model 103–5
 - design options 90–91
 - frameworks 90–92
 - inductive/qualitative study data 97–103
 - methodological options 92, 105
 - intergenerational 179, 186
 - levels, reduction of 185–7
 - measures of 110–12, 175–6, 196–7
 - negative aspects of 110–12
 - reasons for 314–16
 - and work engagement, study
 - 199–213
 - discussion 208
 - job performance 200, 207–8, 211–12
 - measures of 200, 203–5, 209–10
 - methods 200–203
 - overwork 200, 205, 210
 - results 203–8
 - well being 200, 205–7, 210–11
 - see also* enthusiastic workaholism; non-enthusiastic workaholism
- Workaholism Battery 110, 111–12, 122, 123, 176, 196
- Workaholism Battery-Revised 98
- workaholism components 103–4, 109, 183–5
- workaholism continuum 344, 348
- workaholism survey items 112–14
- WorkBAT *see* Workaholism Battery
- Working Compulsively scale 196–7, 200, 202
- Working Excessively scale 196, 200, 202
- working long hours, reasons for 10–20
 - affluenza 19–20
 - gaining rewards 12–14
 - keeping up 14–15
 - materialism 15–19
 - striving for mastery 11–12
- working time 4–5, 12
 - adjustments 229
 - choice and influence 234–6
 - flexibility 40, 148, 228, 232, 233, 235, 236
 - history of 4–6, 136–7
 - legislation 226, 235
 - patterns 226–7
 - policies 230, 236
 - regulations 223, 224, 230
 - standards 235
 - trends in 41
 - see also* decent working time
- working time accounts 234, 235, 236
- workplace
 - actions for change 29, 187
 - changes in 8–10
 - positioning in 44–5
- workplace spirituality 337, 338
- workweek length 3, 38–42, 136
- Wormley, W. 181
- Worrall, L. 8, 9
- Yerkes, M. 228, 231
- Zax, M. 19
- Zeytinoglu, I.U. 227