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Compulsive Work: Is There Room for Family and Well-Being?

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Abstract

Workaholism is the behavior in which an individual feels an uncontrollable need to work excessively and compulsively, to the point of harming other areas of life, such as health, personal and family relationships, and well-being. The objective of this study was to evaluate the relationship between work-family conflict, workaholism, and subjective well-being. A web survey was applied to 433 employees from administrative sectors. The main results found were that work interference in the family is positively related to compulsive work and negative affects. Furthermore, it presented an indirect effect on the relationship between work-family interference and negative affects. In turn, negative affects are negatively related to life satisfaction. Positive affects are positively related to life satisfaction. Compulsive work is positively and significantly related to positive affects, which suggests that organizational and work intervention is necessary. The study provokes reflections on people management policies and practices and presents a contribution to the Job Demands-Resources theory from the perspective of personal resources.

Keywords: work-family conflict, workaholism, subjective well-being.

Trabalho Compulsivo: Há Espaço para a Família e para o Bem-Estar?

Resumo

O *workaholism* é o comportamento em que um indivíduo sente uma necessidade incontrolável de trabalhar excessivamente e de forma compulsória, a ponto de prejudicar outras áreas da vida, como a saúde, as relações pessoais/familiares e o bem-estar. O objetivo deste estudo foi avaliar a relação entre conflito trabalho-família, *workaholism* e bem-estar subjetivo. O estudo foi conduzido por meio de um *websurvey* respondido por 433 funcionários de setores administrativos. Entre os principais resultados, verificou-se que a interferência do trabalho na família se relaciona positivamente com o trabalho compulsivo e com afetos negativos. Além disso, apresentou um efeito indireto na relação entre interferência trabalho-família e afetos negativos. Por sua vez, os afetos negativos se relacionam negativamente com a satisfação com a vida. Já os afetos positivos se relacionam positivamente com satisfação com a vida. O trabalho compulsivo se relaciona de forma positiva e significativa com afetos positivos, o que sugere que é necessária uma intervenção organizacional e do trabalho. Provocam-se reflexões sobre políticas e práticas de gestão de pessoas e apresenta contribuição para o Modelo Teórico *Job Demands-Resources Theory* sob a perspectiva dos recursos pessoais.

Palavras-chave: conflito-trabalho família, *workaholism*, bem-estar subjetivo.

Adicción al Trabajo: ¿Hay Espacio para la Familia y el Bienestar?

Resumen

La adicción al trabajo es la necesidad incontrolable que un individuo siente de trabajar de forma excesiva y obligatoria, hasta el punto de perjudicar otros ámbitos de la vida, como la salud, las relaciones personales y familiares y el bienestar. El objetivo de este estudio fue evaluar la relación entre conflicto trabajo-familia, adicción al trabajo y bienestar subjetivo. Se realizó una en-cuesta on-line con 433 empleados de sectores administrativos. Entre los prin-cipales resultados se encontró que la interferencia del trabajo en la familia se relaciona positivamente con el trabajo compulsivo y los afectos negativos. Además, presentó un efecto indirecto sobre la relación entre interferencia tra-bajo-familia y afectos negativos. A su vez, los afectos negativos se relacionan negativamente con la satisfacción con la vida. Los afectos positivos se rela-cionan positivamente con la satisfacción con la vida. El trabajo compulsivo se relaciona positiva y significativamente con los afectos positivos, lo que sugie-re que es necesaria una intervención organizacional y laboral. El estudio susci-ta reflexiones sobre políticas y prácticas de gestión de personas y presenta una contribución al Modelo Teórico Teoría de las Demands y Recursos Laborales desde la perspectiva de los recursos personales.

Palabras clave: conflicto trabajo-familia, adicción al trabajo, bienestar subjetivo.

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Many people invest their time and effort in work intensely and continuously. Barreto et al. (2020) argue that it is not surprising that people dedicate and consume a large part of their time with work, since, today, focused on production and consumption, our identity is partly defined by the profession and work we perform. This investment can have an impact on daily social and individual life (Van Beek et al., 2012). Among the aspects affected, one can mention the family and the subjective aspects of well-being.

The uncontrollable need to work incessantly can lead to detrimental consequences for health, personal happiness, interpersonal relationships, and social functioning (Oates, 1971). Herrera and Torres (2019) reinforced the importance of work-life balance, mentioning the impact of work relationships on people's lives. In this context, the excessive hours dedicated to work and continuous involvement with the organization, defined by Vazquez et al. (2018) as work addiction or workaholism, may be associated with difficulties in other life dimensions. According to Vazquez et al. (2018), work addiction involves working more hours than necessary (excessive work - EW) and having an intense and continuous involvement with the organization to meet daily work demands (compulsive work - CW). This behavior is characterized by the excessive number of hours dedicated to work and the internal need to work constantly (Schaufeli et al., 2008), combining behavioral and cognitive aspects (Clot, 2001).

According to Piotrowski and Vodanovich (2006), workaholism is one of the main factors impacting work-family conflict, with studies showing significant results on the interface of these two constructs. Matuska (2010) also addressed workaholism and work-family balance, discussing how these concepts relate to each other and to well-being (Matuska, 2010). It is known that work and family pressures can be mutually incompatible, generating conflicts (Greenhaus & Beutell, 1985). This conflict affects the work-family dynamic and is composed of two dimensions: work interference with family (WIF) and family interference with work (FIW) (Greenhaus & Beutell, 1985). Netemeyer et al. (1996) proposed that WIF involves a role conflict where work demands interfere with family responsibilities, while FIW refers to a conflict where family demands interfere with occupational responsibilities (Netemeyer et al., 1996). According to Bastos and Aguiar (2014), work and family dimensions have a close, dynamic, and interrelational relationship. In this context, the hypothesis to be tested is:

H1: Work-family conflict dimensions are positively associated with workaholism dimensions (H1a: WIF-EW, H1b: WIF-CW, H1c: FIW-EW, H1d: FIW-CW).

Work-family conflict can also affect well-being. The bidirectional model of work-family conflict suggests that workplace stressors, such as excessive workload, negatively impact the "work" side, while family-related stressors, such as problematic child behavior or overly dependent parents, affect the "family" side (Liu et al., 2019). The literature discusses the potential impact of work-family conflict on organizational and personal well-being (Liu et al., 2019). This conflict hinders employee productivity, reduces job satisfaction, and affects turnover, psychological distress, and life satisfaction (Greenhaus & Beutell, 1985). These findings support the results of Ozduran et al. (2023), demonstrating a negative relationship between work-family conflict and subjective well-being.

Subjective well-being (SWB) is a field of study that seeks to understand people's evaluations of their lives (Diener et al., 1997). These evaluations include a personal analysis of the frequency of positive and negative emotions. Bee Seok et al. (2020) conceive work engagement as a subjective experience resulting from the individual's positive perceptions of their work, with positive reflections on personal well-being. According to Hutz et al. (2014), life satisfaction (LS) refers to the level of contentment perceived when thinking about one's life in general, while having more positive affects (PA) than negative affects (NA) constitutes a path to promoting happiness (Zanon & Hutz, 2014). Therefore:

H2: Work-family conflict is associated with subjective well-being dimensions. Both work interference with family and family interference with work are negatively related to positive affects (H2a, H2b) and life satisfaction (H2c, H2d) and positively related to negative affects (H2e, H2f).

Managers should focus on reducing workaholism and promoting subjective well-being to foster organizational and social gains (Taheri et al., 2023). According to Taris and de Jonge (2024), personal factors such as demographic and personality aspects are weakly related to workaholism, whereas work-related factors, such as a culture of high professional demands, are more relevant. In this high-demand environment, personal coping resources are crucial, as workaholism can have adverse outcomes for physical and mental health, well-being, and family life (Taris & de Jonge, 2024). Thus:

H3: Workaholism is associated with subjective well-being dimensions. Its dimensions are negatively related to positive affects (H3a: EW-PA, H3b: CW-PA), positively related to negative affects (H3c: EW-NA, H3d: CW-NA), and negatively related to life satisfaction (H3e: EW-LS, H3f: CW-LS).

In this context, the study aims to answer: what is the relationship between work-family conflict, workaholism, and subjective well-being? To evaluate this relationship, a study was conducted with professionals from administrative sectors in the largest city in western Santa Catarina: Chapecó.

The study has potential empirical contributions, as it can shed light on various issues in organizational behavior, enabling the formulation of policies and people management practices for local companies. It is known that workaholics perform better in the short term but tend to perform worse in the medium and long term (Taris & de Jonge, 2024). Chapecó, being the third city in the country in job creation (Brazil, 2019), has regional social and economic relevance. However, to achieve sustainability, it is necessary to consider social and health aspects, which are personal resources, in relation to working conditions, which are demands.

The study also contributes theoretically to the Job Demands-Resources Theory (JD-R) model (Bakker & Demerouti, 2007), which integrates the traditions of research on stress and motivation. The model assumes that each profession has specific risk factors associated with work stress, classified into job demands and job resources (Bakker & Demerouti, 2007). Two different psychological processes play a role in the development of work-related stress and motivation (Schaufeli, Bakker & Van Rhenen, 2009). The first is a health impairment process, suggesting that jobs with chronic job demands deplete workers' mental and physical resources, leading to health problems (Schaufeli, Bakker & Van Rhenen, 2009). The second process is motivational, assuming that job resources have a motivational potential, satisfying basic needs (Deci & Ryan, 1985) and leading to high work engagement and excellent performance (Bakker & Demerouti, 2007). Job resources promote growth, learning, and development, or are essential for achieving work goals (Schaufeli et al., 2009). This study discusses personal resources in this dynamic, an important

extension of the Job Demands-Resources Theory (Bakker & Demerouti, 2007; Xanthopoulou et al., 2009).

Furthermore, the study aims to fill the gap pointed out by Vazquez et al. (2018), who state that professionals with different sociodemographic characteristics may be exposed to developing workaholism, which is more related to individuals' compulsive characteristics. Another contribution is investigating the relationships of workaholism with other variables, considering the high correlation between the EW and CW dimensions. Rissi et al. (2017) also suggest expanding studies on well-being predictors. Although not recent, Aguiar and Bastos (2013) questioned whether work-family conflict should be considered a single construct, which deserves testing. Separating the WIF and FIW dimensions may reveal distinct influences on each. Additionally, a conceptual model for the researched sample is presented.

Method

The research design was an anonymous web survey with a cross-sectional and relational scope. Since it is a public opinion survey (Glynn & Huge, 2008), according to Article 1 of Resolution No. 510/2016 of the National Health Council (2016), registration in the CEP/CONEP System was not required.

Participants

The total number of administrative sector employees in Chapecó is unknown. Therefore, the sampling was conveniently conducted, with the necessary size determined probabilistically (Wiśniowski et al., 2020). An inclusion question selected participants based on their role as active administrative employees in Chapecó, SC. For the sample size calculation, the G*Power software v. 3.1.9.2 (Faul et al., 2009) permitted the execution of a multiple linear regression test considering an effect size of 0,15, a significance level of 0,05, and a statistical power of 0,80 with four predictors. The result indicated that the required sample size would be at least 85 participants.

Instruments

The web survey consisted of four instruments. To measure workaholism, the Dutch Work Addiction Scale (DUWAS-16), validated in Brazil by Vazquez et al. (2018), was used, which has two dimensions: excessive work (seven items) and compulsive work (nine items). The model validated in the first-order two-factor structure used confirmatory factor analysis and presented values of the goodness-of-fit indicators of x^2 = 505,93, df = 103, CFI = 0,93, TLI = 0,91, RMSEA = 0,08 (90% CI: 0,08-0,09).

The instrument proposed by Bastos and Aguiar (2014) assessed the level of work-family conflict, which consists of five items to evaluate the interference of work in the family and five items to determine the interference of the family in work. Finally, to measure the level of subjective well-being, the PANAS scale (Zanon & Hutz, 2014) was used, consisting of ten items for positive affects and ten items for negative affects. The model used was validated in Brazil by Nunes et al. (2019) also through confirmatory factor analysis by indicators with values of x^2 = 797,822, x^2/gl = 4,82, RMR = 0,03, GFI = 0,92, AGFI = 0,90, CFI = 0,91, RMSEA = 0,06 (90% CI: 0,05-0,06).

Furthermore, the life satisfaction scale (Hutz et al., 2014) composed of five items was applied. The scale was validated in a Brazilian sample by Zanon et al. (2014) through a multigroup confirmatory factor analysis. The validation showed indicators in the configural model of x^2 = 27,51, df = 10, p < 0,001, CFI = 0,99, RMSEA = 0,05 (90% CI: 0,03-0,07).

The alternatives of the DUWAS-16 and PANAS instruments were answered on a 7-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (7). The increase in the number of points on the original Likert scale of the instruments was done to increase the sensitivity of the responses, represent greater neutrality and improve the quality of the database (Jebb et al., 2021). In addition, sociodemographic information was collected on gender, age, education and economic sector of the company.

Data Collection Procedures and Ethical Considerations

The instrument utilized Google Forms (Google LLC, 2024) and the procedure adopted was crowdsourcing. As it is a technique that allows participation of a general public using some filters as access criteria, it allows access to collective knowledge due to the great diversity obtained in the sample (Behrend et al., 2011; Stewart et al., 2017). A sharing link was generated and sent via social media and the researchers' contact network. A total of 437 people responded to the instrument. Of the responses obtained, 433 due to incomplete answers.

Data Analysis Procedures

The researchers organized, coded, and processed the database using SPSS v. 21 software (IBM Corporation, 2012) and Adanco v. 2.0.1 software (Henseler & Dijkstra, 2015). The significance level adopted in all procedures was 5% Type 1 error. Descriptive statistics analyzed the data's normality (Finney & Distefano, 2006). Less than 5% of data on each variable was missing, so imputation was performed using the mean of the respective variable (Hair et al., 2014).

The instrument correction followed the authors' guidelines (Bastos & Aguiar, 2014; Hutz et al., 2014; Vazquez et al., 2018; Zanon & Hutz, 2014). The items' sum was calculated for each instrument's dimension, resulting in seven dimensions. A validation study of these dimensions in the database occurred through a principal components analysis, including all instruments' items. The final model maintained the seven dimensions with 39 of the original 51 items extracted by the varimax rotation method. Assumption verifications followed the Kaiser-Meyer-Olkin criterion (KMOgeral = 0,90, KMOitens > 0,5) and Bartlett's sphericity test (p < 0,001). The cumulative percentage of explained variance for the seven dimensions was 65.92%. A Pearson correlation matrix (r) was composed to show the relationship between the validated dimensions.

The hypotheses analyses used structural equation modeling, applying the composite method (Henseler et al., 2009) to evaluate the proposed path model. All dimensions were considered reflective, independent, first-order constructs during the analysis. The guidelines of Hair Jr. et al. (2014), Henseler, Ringle, and Sinkovics (2009), and Chin (1998) oriented the adjustment of the outer model with reliability tests (Cronbach's alpha), convergent validity (average variance extracted [AVE] > 0,50), discriminant validity (Heterotrait-Monotrait ratio [HTMT] and Fornell-Larcker criterion, 1981), and collinearity (variance inflation factor [VIF] < 0,50). For the path model adjustment, the structural coefficient (β) for the relationships between the constructs, the direct (DE) and indirect effects (IE) among the relationships, the effect size by

Cohen's indicator (f^2), the original determination coefficient (R^2) and adjusted (R^2adj.), and finally, the significance level (p) obtained in the set of tests used.

Results

The final study sample consisted of 433 employees working in the administrative sector of companies in Chapecó, Santa Catarina. The results indicated that 297 (68,6%) participants identified as female and 136 (31,4%) as male. Age ranges followed Virtual Health Library (2020) recommendations. In total, 6 (1,4%) participants were adolescents (13-18 years), 82 (18,9%) were young adults (19-24 years), 283 (65,4%) were adults (25-44 years), 47 (10,9%) were middle-aged (45-64 years), 1 (0,2%) was elderly (over 65 years), and 14 (3,2%) did not declare their age.

Our study encompassed a diverse range of participants, with 4 (0,9%) reporting having completed or incomplete elementary education, 17 (3,9%) reporting having completed or incomplete high school education, 151 (34,9%) indicating having completed or incomplete higher education, 157 (36,3%) reporting having completed or incomplete lato sensu postgraduate education, and 103 (23,8%) reporting having completed or incomplete stricto sensu postgraduate education. One participant (0,2%) did not declare their education level. In terms of the company's sector, 9 (2,1%) participants reported working in agriculture, livestock, and extractive activities, 73 (16,9%) in industry, 84 (19,4%) in commerce, and 264 (61%) in the services sector. In total, 3 (0,7%) participants did not declare the sector of the company where they worked at the time of data collection.

Table 1 describes the mean and standard deviation of the distributions and the correlations between the dimensions resulting from the principal component analysis. The highest mean observed in the subjective well-being construct was related to positive affects (M = 5.05, SD = 1.16). The highest mean of the work-family conflict construct was work-family interference (M = 3.98, SD = 1.66). In the workaholism construct, the highest mean was in excessive work (M = 4.82, SD = 1.40).

The correlations demonstrated that positive affects showed a negative and significant correlation with negative affects (r = -0.32, p < 0.01) and a positive and significant correlation with life satisfaction (r = 0.44, p < 0.01) and excessive work (r = 0.16, p < 0,01). Negative affects also showed a negative and significant correlation with life satisfaction (r = -0,30, p < 0,01) and a positive and significant correlation with all other constructs. Life satisfaction showed a negative and significant correlation with work-family interference (r = -0.13, p < 0,01), which in turn showed a positive and significant correlation with family-work interference (r = 0.40, p < 0.01), excessive work (r = 0.48, p < 0.01), and compulsive work (r = 0.49, p < 0.01). Family-work interference also showed a positive and significant correlation with excessive work (r = 0.11, p < 0.05) and compulsive work (r = 0.16, p < 0.01). Finally, excessive work positively and significantly correlated with compulsive work (r = 0.57, p < 0.01).

This description revealed sufficient variance and significant bivariate correlations for hypothesis testing. The final model validated the constructs before obtaining the path model. During the adjustment, the "excessive work" dimension did not persist in the analysis because it did not meet the adopted adjustment quality criteria. Table 2 presents the results. High internal consistency (α > 0.80) showed reliability for all constructs. For convergent validity, the diagonal in bold shows that the AVE indicator is greater than 0,50 in all constructs. For discriminant validity, the Fornell-Larcker criterion was met, with the values below and to the left of the diagonal in bold being smaller than the AVE of each row and column. Additionally, the HTMT values above the diagonal in bold are less than 0.90. Finally, the VIF values are less than 3.60, indicating the absence of collinearity among the construct items.

Figure 1 presents the final validated model for hypothesis testing. The factor loadings of the remaining items show values greater than 0,69. The note at the end of the figure lists the items and abbreviations used in the analysis. The compulsive work items were omitted from the figure for illustrative purposes; their indicators are detailed in the note with the abbreviation WTC. In the work-family interference dimension, the first five items of the instrument remained. In the family-work interference dimension, five items also remained. In the compulsive work and positive affects dimensions, six items remained in each. In the negative affects dimension, eight items remained, and in the life satisfaction dimension, the original five items remained. The model explains 23% of the variance in the level of life satisfaction, 2% of the variance in positive affects, 25% of the variance in negative affects, and 29% of the variance in compulsive work in the sample. Furthermore, the model shows six significant relationships between the constructs.

Table 3 presents the indicators related to the hypotheses under study. About the first set of hypotheses (H1), the excessive work dimension did not present fit quality, resulting in the rejection of hypotheses H1a and H1c. Hypothesis H1b presented evidence to be supported (β = 0.55, p < 0.001), indicating that the greater the interference of work in the family, the greater the compulsive work. Hypothesis H1d did not present a significant relationship.

In the second set of hypotheses, H2a, H2b, H2c, H2d, and H2f were rejected as they did not present significant

Table 1

Description of the distribution and correlations of the dimensions validated by principal components

Dimensions	*M*	*SD*	1	2	3	4	5	6
1. Positive affects	5.05	1.16	-					
2. Negative affects	3.63	1.46	-0.32**	-				
3. Life satisfaction	4.53	1.35	0.44**	-0.30**	-			
4. Work-family interference	3.98	1.66	-0.01	0.43**	-0.13**	-		
5. Family-work interference	2.33	1.31	-0.03	0.24**	-0.03	0.40**	-	
6. Excessive work	4.82	1.40	0.16**	0.28**	0.04	0.48**	0.11*	-
7. Compulsive work	3.73	1.53	0.03	0.43**	-0.05	0.49**	0.16**	0.57**

Note. *M*: mean. *SD*: standard deviation. ***: p < 0.001. **: p < 0.01. *: p < 0.05.

Table 2

Reliability, convergent, and discriminant validity of the constructs in the model

Dimensions	α	1	2	3	4	5	6	VIF
1. Positive affects	0.89	0.64	0.35	0.49	0.02	0.02	0.14	<3.50
2. Negative affects	0.91	0.11	0.62	0.33	0.48	0.27	0.48	<3.54
3. Life satisfaction	0.89	0.20	0.09	0.70	0.13	0.04	0.01	<3.49
4. Work-family interference	0.93	0.00	0.19	0.02	0.77	0.44	0.60	<3.43
5. Family-work interference	0.88	0.00	0.06	0.00	0.17	0.66	0.22	<2.39
6. Compulsive work	0.84	0.01	0.19	0.00	0.29	0.04	0.55	<2.06

Note. α: Cronbach's alpha. The values on the diagonal in bold (AVE) and the data below and to the left show the discriminant validity according to the Fornell-Larcker criterion. The values above and to the right of the diagonal in bold show the Heterotrait-Monotrait correlation ratio (HTMT). VIF: Variance inflation factor.

relationships. However, H2e was supported (β = 0.24, p < 0.001), showing that the greater the interference of work in the family, the greater the level of negative affects.

For the third set of hypotheses, H3a showed a significant relationship with the opposite direction (β = 0.16, p = 0.01), indicating that the greater the compulsive work, the greater the positive affects. Hypothesis H3b was supported (β = 0.29, p < 0.001), showing that the greater the compulsive work, the greater the negative affects. Evidence from hypothesis H3c did not show a significant relationship.

The model maintained the relationships between affection and life satisfaction to control the subjective well-being construct. Evidence to confirm the theory came from the positive and significant relationship between positive affects and life satisfaction and a negative and significant relationship between negative affects and life satisfaction. As no other dimension showed a direct significant relationship in the model, it can be inferred that life satisfaction is a second-order construct.

Discussion

The interference of work with family has a significant relationship with compulsive work (β = 0.55, p < 0.001), confirming hypothesis H1b. Oates (1971) already stated that the uncontrollable need to work incessantly results in consequences that can pose risks to health, personal happiness, interpersonal relationships, and social functioning. For the investigated sample, working guided by the internal need to work constantly (Schaufeli et al., 2008) results in consequences for family life, as work transcends organizational boundaries and invades family life (Netemeyer et al., 1996; Vazquez et al., 2018).

The interference of work with family is positively related (β = 0.24, p < 0.001) to negative affects, confirming hypothesis H2e. When negative affects predominate over positive ones, there are risks to well-being (Ozduram et al., 2023). Previous research has shown that when work interferes with family, there are impacts on both organizational and personal well-being (Liu et al., 2019). This results in decreased productivity and professional performance, as well as reduced job satisfaction (Johnson et al., 2005) and indirectly, life satisfaction (Greenhaus and Beutell, 1985).

It is noteworthy that hypothesis H3a, which predicted a negative relationship between compulsive work and positive affects, was refuted with opposite evidence. Compulsive work is positively related to positive affects (β = 0.16, p < 0.01). This was one of the main findings of the study, reinforcing the importance of organizational actions to raise awareness among professionals about balancing work with other life dimensions. It also prompts reflections on how well-prepared leaders are to work in the contemporary work context (She et al., 2024), where the importance of mental health care at work is increasingly discussed (Chowdhury, 2024; Taris & de Jonge, 2024). Furthermore, it raises reflections on the need for cultural changes in companies in the investigated region, which may be valuing behaviors that are detrimental in the medium and long term. Compulsive work is not sustainable, as it is known that workaholics perform better in the short term but tend to perform worse in the medium and long term (Taris & de Jonge, 2024).

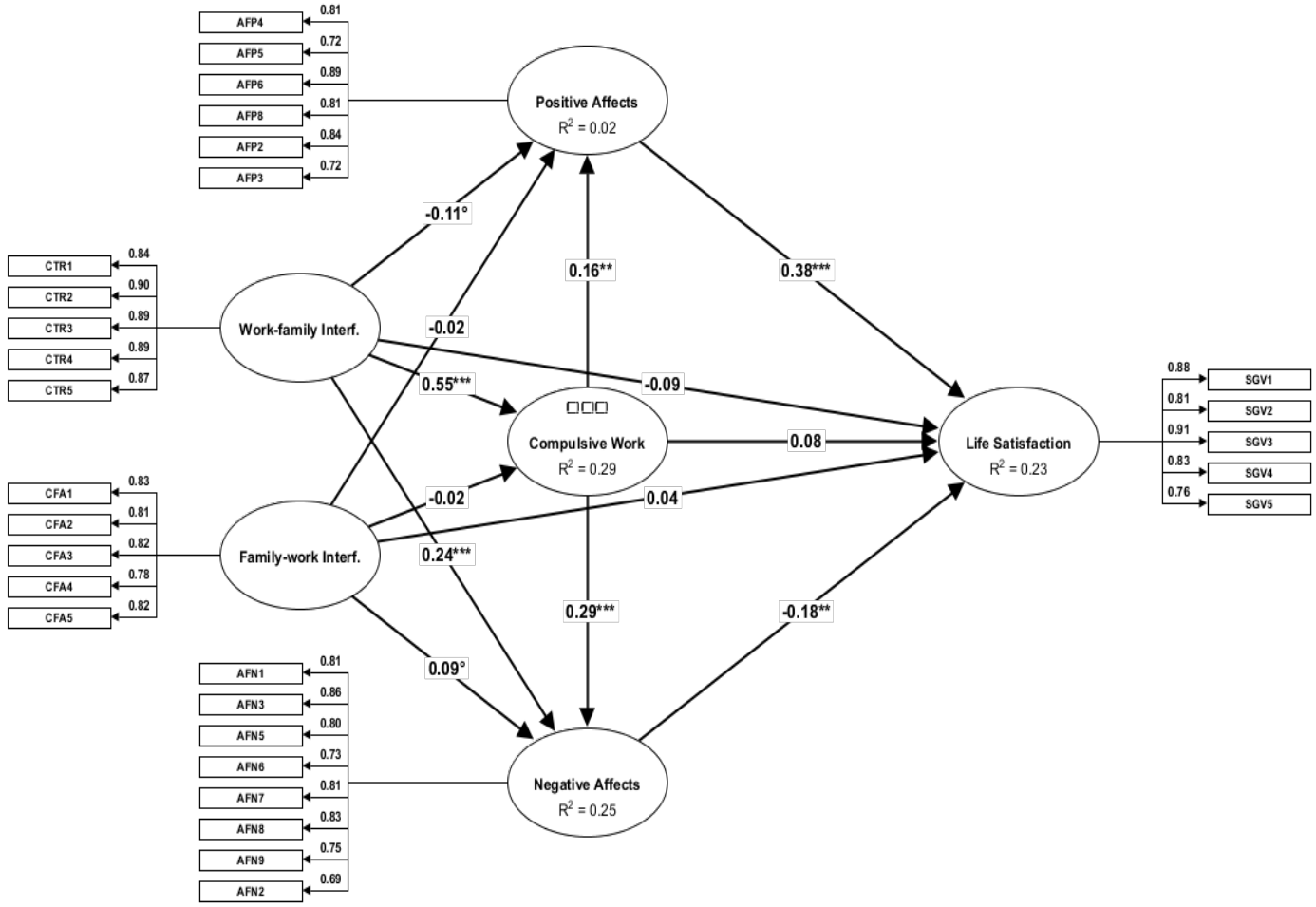
Both job demands and job resources indicate whether work demands and personal resources (Bakker & Demerouti, 2007) are in balance. Two different psychological processes play a role in the development of work-related tension and motivation (Schaufeli et al., 2009). When there is no balance, health is compromised, as jobs with chronic job demands deplete workers' mental and physical resources, potentially leading to illness (Schaufeli et al., 2009). Despite resources having a motivational character for needs (Deci & Ryan, 1985), which explains positive affects, there is a feedback loop between the employee's compulsive behavior and the company's focus on results. These results corroborate the JD-R theory, highlighting that when employees have sufficient personal resources and have access to adequate work resources, they are better prepared to act effectively in their social and work environments (Mehtap et al., 2024).

It was also observed that compulsive work is positively related to negative affects (β = 0.29, p < 0.001), confirming hypothesis H3b. The correlation with negative affects is stronger (β = 0,29) than with positive affects (β = 0.16). Burke (2001) describes workaholics as unhappy, obsessive figures who do not represent their work well and create difficulties for their colleagues. Negative affects reflect on the employees themselves, the organization, and even the customers they serve (Yang et al., 2024).

Additionally, it was found that compulsive work has an indirect effect on the relationship between work interference with family and negative affects (IE = 0,16, p < 0.01). This aspect reinforces the importance of human resource policies for the sustainability of work practices. Resources should facilitate individuals' ability to achieve work goals, promote personal growth, and reduce job demands (Bakker et al., 2003). In the current context, in which the human factor has recognized its fundamental role in achieving results, companies are faced with the question of how to improve not only performance, but engagement and positive psychological states in relation to work (Devotto & Machado, 2017). Human resource policies that value a culture of care for people, balance work and family, and promote mental and physical health can contribute significantly. The adoption of criteria aligned with these policies in the selection, training, development, and evaluation processes of

Figure 1

Final model graphic representation



Note. $p < 0.10$. * $p < 0.05$. ** $p < 0.01$. *** $p < 0.001$.
CTR1: The demands of my work interfere with my family life.
CTR2: Due to the amount of time I dedicate to work, I have difficulty fulfilling my family responsibilities.
CTR3: Because of the demands of my work, I can't do the things I want to do at home.
CTR4: My work pressures restrict my freedom to plan my family activities.
CTR5: My work duties cause me to change my plans for family activities.
CFA1: My family's demands interfere with my work activities.
CFA2: I need to postpone work activities because of demands that arise when I am at home.
CFA3: Because of my family's demands, I can't do what I must at work.
CFA4: My home life interferes with my responsibilities at work (such as arriving on time, completing tasks, and working hours.
CFA5: The pressure generated by my family interferes with my performance at work.
WTC3: I find myself thinking about work, even when I want to distance myself from it for a while.
WTC4: I seem to have an internal compulsion to work intensely, feeling that I have to do this whether I want to or not.
WTC5: I feel like there is something inside me that drives me to work intensely.
WTC6: I feel guilty when I'm not working on something.
WTC7: I feel obligated to work intensely, even when unpleasant.
WTC9: It's hard for me to relax when I'm not working.
AFP2: Excited.
AFP3: In love.
AFP4: Determined.
AFP5: Dynamic.
AFP6: Enthusiastic.
AFP8: Inspired.
AFN1: Distressed.
AFN2: Scared.
AFN3: Distressed.
AFN5: Bothered.
AFN6: Restless.
AFN7: Angry.
AFN8: Nervous.
AFN9: Disturbed.
SGV1: My life is close to my ideal.
SGV2: My living conditions are excellent.
SGV3: I am satisfied with my life.
SGV4: So far I have achieved the important things I want in life.
SGV5: If I could live my life over again, I wouldn't change almost anything.

leadership is also essential for promoting organizational and social gains (Taheri et al., 2023).

The relationships inherent to the construct of subjective well-being were confirmed. Positive affects are positively related to life satisfaction (β = 0,38, $p < 0.001$), while negative affects are negatively related to life satisfaction (β = -0.18, $p < 0.01$), supporting Diener et al. (1997) and Hutz et al. (2014).

In conclusion, it was possible to achieve the objective of evaluating the relationship between work-family conflict, workaholism, and subjective well-being. It was found that work

Table 3

Path model

Hypothesis	Path			β	EI	ET	f^2	R^2 aj.	*p*	Conclusion
H1b +	Work-family interference	→	Compulsive work	0.55	-	0.55	0.35	0.29	0.00*	Supported
H1d +	Family-work interference	→	Compulsive work	-0.02	-	-0.02	0.00	0.288	0.74	Rejected
H2a -	Work-family interference	→	Positive affects	-0.11	0.09	-0.02	0.01	0.01	0.08	Rejected
H2b -	Family-work interference	→	Positive affects	-0.02	0.00	-0.02	0.00	0.01	0.75	Rejected
H2c -	Work-family interference	→	Life satisfaction	-0.09	-0.04	-0.13	0.01	0.22	0.13	Rejected
H2d -	Family-work interference	→	Life satisfaction	0.04	-0.03	0.02	0.00	0.224	0.42	Rejected
H2e +	Work-family interference	→	Negative affects	0.24	0.16	0.40	0.05	0.25	0.00*	Supported
H2f +	Family-work interference	→	Negative affects	0.09	0.00	0.09	0.01	0.249	0.08	Rejected
H3a -	Compulsive work	→	Positive affects	0.16	-	0.16	0.02	0.01	0.01*	Rejected
H3b +	Compulsive work	→	Negative affects	0.29	-	0.29	0.08	0.25	0.00*	Supported
H3c -	Compulsive work	→	Life satisfaction	0.08	0.01	0.09	0.01	0.22	0.14	Rejected
-	Positive affects	→	Life satisfaction	0.38	-	0.38	0.15	0.22	0.00*	-
-	Negative affects	→	Life satisfaction	-0.18	-	-0.18	0.03	0.22	0.00*	-

Note. β: Beta. EI: Indirect effect. ET: Total effect. f^2: Cohen's coefficient. *p*: significance level. R^2 aj: Adjusted coeficiente of determination. -: not applicable. *: $p < 0.05$.

interference with family is positively related to compulsive work and negative affects. Additionally, it had an indirect effect on the relationship between work interference with family and negative affects. Negative affects are negatively related to life satisfaction, while positive affects are positively related to life satisfaction. Compulsive work is positively and significantly related to positive affects, suggesting the need for organizational intervention.

This study contributes theoretically to the Job Demands-Resources Theory (JD-R) model (Bakker & Demerouti, 2007), especially regarding the extension of personal resources, as it addresses individual factors such as work-family conflict, compulsive work behaviors, and the perception of subjective well-being. By exploring how work-family conflict, compulsive work behavior, and subjective well-being are related, the study expands the understanding of the role of personal resources. Specifically, it highlights how individual factors, such as workaholism (WOR) and work-family conflict, can impact workers' subjective well-being. This extension of the theory is particularly relevant because it highlights the complexity of the interactions between demands and resources in the workplace, suggesting that the presence of adequate personal and organizational resources is essential for work-life balance and for maintaining well-being. It also contributes to the application of the workaholism instrument in a new sample. The WOR evaluated a population with sociodemographic characteristics different from those in the original validation sample (Vazquez et al., 2018), and expanded studies on well-being predictors (Rissi et al., 2017). Responding to Aguiar and Bastos (2013), it demonstrates that work-family conflict should not be considered a single construct in this sample, as separating the WIF and FIW dimensions reveals different influences.

From a practical perspective, the findings of this study highlight the importance of organizational interventions that target work-life balance, as well as employee mental health care. The fact that compulsive work is associated with both positive and negative affect indicates that, although workaholism may initially appear beneficial due to increased performance, it is unsustainable in the long term, leading to negative consequences for individuals and the organization. Companies, therefore, should implement human resources management policies that value a culture of work-life balance, promote well-being, and mitigate the negative impact of workaholism. Such policies could include awareness programs on the risks of compulsive work, leadership training to support a healthy work environment, and the creation of support mechanisms for employees who face difficulties in balancing the demands of work and family life.

For future studies, it is suggested to conduct comparative studies between constructs and dimensions with sociodemographic data to identify behavioral intervention possibilities for specific groups and/or sectors. It is also recommended to perform confirmatory factor analysis to advance instrument validation for the sample. Qualitative research to better understand the factors influencing these constructs in the context of Chapecó will also be important.

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