

The Bright Side of Workaholism: Revisiting its Role with Organizational Support in Driving Commitment and Citizenship Behavior

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Abstract

Academic work is increasingly characterized by high-performance demands that can shape employees' attitudes and discretionary behaviors in complex ways. This study examines how perceived organizational support and workaholism are associated with organizational citizenship behavior and whether organizational commitment mediates these relationships among academic personnel in Indonesian higher education institutions. A quantitative cross-sectional survey was conducted with 296 respondents selected using probability-based proportional random sampling and the data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Perceived organizational support had significant positive effects on organizational citizenship behavior ($\beta = 0.21, p < 0.001$) and organizational commitment ($\beta = 0.38, p < 0.001$). Workaholism also positively predicted organizational citizenship behavior ($\beta = 0.18, p < 0.001$) and organizational commitment ($\beta = 0.45, p < 0.001$). Organizational commitment significantly mediated the effects of workaholism on organizational citizenship behavior ($\beta = 0.16, p < 0.001$) and perceived organizational support on organizational citizenship behavior ($\beta = 0.13, p < 0.001$). These findings indicate that organizational commitment functions as an important psychological mechanism linking both organizational support and intensive work orientation to citizenship behavior. The study combines insights from Social Exchange Theory and the Job Demands-Resources framework to explain how relational and psychological factors shape citizenship behavior. The positive role of workaholism should nevertheless be interpreted as context-dependent rather than inherently beneficial.

Keywords: Organizational Citizenship Behavior, Organizational Commitment, Perceived Organizational Support, University Employees, Workaholism.

Introduction

Organizational citizenship behavior (OCB) has become increasingly important in contemporary organizations because employees are often expected to contribute beyond formally prescribed duties through cooperation, initiative and voluntary support for colleagues and organizational goals (1, 2). This issue is particularly relevant in higher education, where academic work depends not only on individual task performance but also on discretionary contributions that sustain teaching, research, collaboration and institutional functioning. In Indonesia, lecturers combine teaching, research, community service and supporting academic responsibilities, while increasing institutional and performance demands may intensify pressures on how they allocate time and effort. Recent evidence

also points to work-life balance challenges, accreditation pressures and competing professional demands among Indonesian academic personnel (3, 4). These conditions make perceived organizational support (POS), workaholism, organizational commitment (OC) and OCB particularly relevant for understanding academic employees' behavior. POS is a well-established antecedent of favorable employee attitudes and OCB (5, 6). Social Exchange Theory (SET) explains this relationship through reciprocity: employees who perceive that their organization values their contributions and cares about their well-being are more likely to reciprocate through positive attitudes and discretionary behaviors (6, 7). Organizational commitment is central to this process because perceived support can strengthen

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(Received 13th July 2026; Accepted 18th September 2026; Published 14th October 2026)

employees' psychological attachment to the organization and encourage contributions beyond formal role requirements (6, 8–10). Thus, SET primarily explains the relational pathway linking POS with OC and OCB.

Workaholism represents a different but complementary pathway. It involves excessive and internally driven investment in work and has been associated with contrasting outcomes. Some studies report performance-related or constructive behavioral outcomes (11–13), whereas others associate workaholism with exhaustion, stress, impaired well-being and other adverse consequences (11, 14–17). Findings concerning OCB are also inconsistent: positive associations with OCB or contextual performance have been reported (12, 13, 18), while other evidence indicates that workaholism does not significantly predict OCB when work engagement is considered simultaneously (19). These inconsistencies suggest that workaholism cannot be treated as uniformly beneficial or detrimental and that its relationship with citizenship behavior requires further explanation.

The Job Demands–Resources (JD-R) framework provides a useful lens for interpreting these contrasting consequences because it explains how demanding work processes and available resources shape employees' motivational, health-related and behavioral responses (20). Workaholism is not treated here as a conventional job demand; rather, JD-R is used to interpret how excessive, self-driven work investment may consume personal resources and produce different outcomes across work settings. Accordingly, any positive association between workaholism and OCB should not be interpreted as evidence that compulsive working improves employee well-being.

Organizational commitment offers a plausible psychological mechanism connecting workaholism with OCB. Intensive work investment may increase employees' involvement in organizational activities and make organizational goals more central to their work experience. Under some circumstances, this involvement may strengthen psychological attachment to the organization, which may subsequently increase willingness to exert effort beyond formal duties. Previous evidence among teachers has reported positive relationships between workaholism, organizational commitment and OCB (18). However,

workaholism and affective organizational commitment should remain conceptually distinct, recent evidence also treats them as different forms of heavy work investment with different psychological correlates (21). Thus, OC is proposed as a mediating mechanism rather than as an inherent component of workaholism.

Although POS, workaholism, OC and OCB have each received considerable attention, important inconsistencies remain. Research on organizational support provides substantial evidence that POS may foster commitment and citizenship behavior (6, 10, 12). In contrast, findings concerning workaholism and OCB are less consistent. Some studies report positive associations between workaholism and OCB or contextual performance (12, 13, 18), whereas other evidence shows that workaholism does not significantly predict OCB when work engagement is simultaneously considered (19). Consequently, less is known about how POS and workaholism operate simultaneously as theoretically distinct antecedents of OCB and whether OC provides a common mediating mechanism linking both pathways. This gap is particularly relevant in Indonesian higher education, where demanding academic responsibilities coexist with expectations for voluntary contribution (3, 4).

Accordingly, this study examines the effects of workaholism and POS on OCB and tests the mediating role of OC among academic personnel in Indonesian higher education. Its novelty lies in integrating SET and JD-R as complementary perspectives: SET explains the reciprocity-based pathway associated with POS, whereas JD-R explains the work-related psychological pathway associated with workaholism. Both pathways converge at OC as a common psychological mechanism leading to OCB. Based on these arguments, the following hypotheses are proposed:

H1: Workaholism is positively related to OCB.

H2: POS is positively related to OCB.

H3: OC is positively related to OCB.

H4: Workaholism is positively related to OC.

H5: POS is positively related to OC.

H6: OC mediates the relationship between workaholism and OCB.

H7: OC mediates the relationship between POS and OCB.

The conceptual framework in Figure 1 derives from theory and hypotheses.

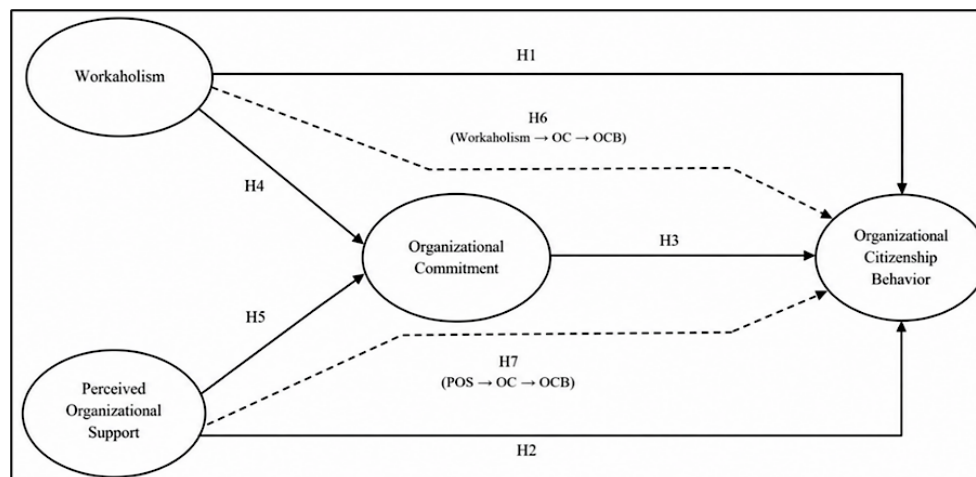


Figure 1: Proposed Conceptual Framework

Methodology

The proposed relationships among the study variables were examined using data obtained from a cross-sectional survey. The main aim is to examine the effects of workaholism and POS on OCB and to investigate the mediating role of OC. Data were collected at a single point in time, enabling the study to evaluate both direct and mediated relationships among the latent constructs within the proposed structural framework.

The data collection was conducted over five months, from February to June 2025. The research team sought broad participation by contacting faculty-level administrative units in Indonesian higher education institutions to facilitate survey distribution. Questionnaires were distributed to 350 potential respondents through email, WhatsApp and face-to-face delivery. Of these, 318 responses were returned and after data screening, 296 complete responses were retained for analysis, resulting in an effective response rate of 93.08%. To evaluate the possibility of non-response bias, responses from early and late participants were compared on the key variables examined in the study. No significant differences were found, suggesting that non-response bias was unlikely to meaningfully affect the study findings. To formally assess sample adequacy, a sensitivity power analysis was conducted based on the maximum number of predictors directed at an endogenous construct in the structural model. Organizational citizenship behavior had three predictors; therefore, the analysis was specified using three predictors, $\alpha = 0.05$, statistical power of 0.80 and a final sample size of 296. The analysis

indicated a minimum detectable effect size of approximately $f^2 = 0.037$, demonstrating that the available sample provided adequate statistical sensitivity to detect relatively small effects. This analysis provided a formal statistical justification for the adequacy of the final sample size.

Participants were selected using a probability-based proportional random sampling. Two eligibility criteria were set for respondents to participate in the study:

- they had to be active academic staff members and
- only employees with a minimum tenure of one year at the institution were included.

Participation was entirely voluntary and respondents were informed that their responses would remain confidential and their privacy would be protected. To minimise the possibility of common method bias (CMB), procedural remedies were implemented based on accepted standards, including informing participants that no response would be judged as correct or incorrect, guaranteeing anonymity and designing questionnaire items to reduce response pattern bias. Demographic and occupational characteristics, including gender, academic field and academic rank, were used only to describe the sample profile and were not entered as control variables in the structural model. The analytical model was specified primarily based on the proposed theoretical relationships between organizational commitment and organizational citizenship behavior. Nevertheless, demographic and occupational characteristics may potentially influence employees' organizational attitudes and discretionary behaviors. Their exclusion should therefore be considered when interpreting the

estimated relationships and future studies are encouraged to assess whether the structural paths remain stable across demographic and occupational groups.

Respondents were recruited from multiple higher education institutions; however, the structural model was estimated at the individual level. Institutional clustering was not explicitly modeled because the study was designed to examine individual-level relationships among workaholism, perceived organizational support, organizational commitment and organizational citizenship behavior and the available data were not structured to support reliable institution-level estimation. Consequently, multilevel or cluster-robust analyses were not performed. This issue is acknowledged as a methodological limitation, as unobserved institutional characteristics may account for some variation in employees' attitudes and behaviors. Future studies with sufficiently large numbers of respondents within each institution are encouraged to examine institutional-level variance and apply multilevel or cluster-robust techniques where appropriate.

All constructs were operationalized by instruments adapted from validated scales. The adaptation process was carried out to ensure the equivalence of the construct, which included contextual adjustments while maintaining the conceptual meaning of each construct. Previous studies have measured organizational citizenship behavior (OCB) using a scale comprising five characteristics: benevolence, civic virtue, conscientiousness, courtesy and sportsmanship (22). The measurement model was assessed and six items were retained with factor loadings between 0.663 and 0.792. The construct showed satisfactory convergent validity ($AVE = 0.536$) and internal consistency reliability ($CR = 0.874$; $\alpha = 0.874$).

Workaholism was operationalized using an established instrument capturing three facets: intensive work involvement, an internal drive to work and enjoyment derived from work activities (23). Factor loadings ranged from 0.705 to 0.852. The construct had good convergent validity ($AVE = 0.624$) and strong reliability ($CR = 0.908$; $\alpha = 0.908$). Previous research has measured perceived organizational support using a validated scale (6). All eight items were retained with factor loadings ranging from 0.670 to 0.896. The construct has

been shown to have strong convergent validity ($AVE = 0.677$) and excellent reliability ($CR = 0.943$; $\alpha = 0.943$). Organizational commitment was measured using an established instrument covering affective, continuance and normative commitment (24). All six items met the recommended criteria, with factor loadings between 0.702 and 0.913. The construct has proven to have excellent convergent validity ($AVE = 0.702$) and strong internal consistency reliability ($CR = 0.933$; $\alpha = 0.933$).

Each item was rated on a five-category response scale, anchored at 1 ("strongly disagree") to 5 ("strongly agree"). The quality of the measurement model was examined through evidence of convergence and construct distinctiveness, whereas internal consistency was evaluated using CR and Cronbach's alpha. The results show that most of the indicator loadings were above the recommended minimum of 0.70 and a few indicators with loadings below this threshold were retained because their respective constructs had acceptable values of AVE and reliability. The measurement indicators demonstrated satisfactory quality, with AVE exceeding 0.50 for every construct and both CR and Cronbach's alpha surpassing the 0.70 threshold. These results provide sufficient evidence of convergent validity and internal consistency, supporting the use of the measurement model in the subsequent structural analysis.

The empirical model was estimated with WarpPLS 8.0 using PLS-SEM. This analytical technique was selected because it can accommodate models involving multiple latent variables and interconnected pathways while imposing relatively limited distributional requirements on the observed data. Model evaluation proceeded sequentially, beginning with an examination of the measurement properties and followed by an assessment of the hypothesized structural relationships. At the measurement level, the adequacy of each construct was established by examining the strength of its indicator loadings together with the proportion of variance captured, represented by the AVE. Construct distinctiveness was subsequently examined using the Fornell-Larcker criterion. Evidence of internal consistency was derived from composite reliability (CR) and Cronbach's alpha estimates. Once satisfactory measurement properties had been established,

attention shifted to the structural component of the model. The hypothesized paths were evaluated on the basis of their estimated coefficients and statistical significance, while the R^2 values were inspected to determine how much variance in each endogenous construct was accounted for by its

predictors. To check the proposed mediating role of organizational commitment, indirect effects were calculated using the bootstrapping procedure, which provides robust estimates of mediation effects and their statistical significance.

Results

Table 1: Demographic Profile of the Participants

Demographics	Categories	Frequency	Percentage (%)
Field	Economics	38	12.79
	Mathematics and Natural Sciences	45	15.15
	Education	36	12.12
	Sports Science	32	10.77
	Social Sciences	44	14.81
	Engineering	49	16.50
	Languages and Arts	53	17.85
Gender	Male	112	37.71
	Female	185	62.29
Academic Rank	Teaching Staff	40	13.47
	Assistant Professor	63	21.21
	Lecturer	122	41.08
	Associate Professor	42	14.14
	Professor	30	10.10

The demographic characteristics of the respondents are presented in Table 1. The study sample consisted of 296 respondents from different academic fields. The highest percentage of respondents was from Languages and Arts (17.85%), followed by Engineering (16.50%) and Mathematics and Natural Sciences (15.15%), while the rest of the respondents were from the Social

Sciences (14.81%), Economics (12.79%), Education (12.12%) and Sports Science (10.77%). The sample was dominated by female respondents (62.29%), with 37.71% male respondents. As regards academic rank, most of the sample were lecturers (41.08%), with assistant professors at 21.21%, associate professors at 14.14%, teaching staff at 13.47% and professors at 10.10%.

Table 2: Validity and Reliability of Scales

Items	Factor Loading	Cronbach	CR	AVE
Organizational Citizenship Behavior (OCB)		0.87	0.87	0.54
OCB1	0.67			
OCB3	0.75			
OCB4	0.66			
OCB6	0.76			
OCB7	0.75			
OCB8	0.79			
Workaholism (W)		0.90	0.90	0.64
W1	0.70			
W3	0.75			
W4	0.82			
W5	0.85			
W6	0.85			
W9	0.75			
Perceived Organizational Support (POS)		0.94	0.94	0.68
POS1	0.67			
POS2	0.88			
POS3	0.85			
POS4	0.76			
POS5	0.80			

POS6	0.88			
POS7	0.90			
POS8	0.88			
Organizational Commitment (OC)		0.93	0.93	0.70
OC1	0.70			
OC2	0.91			
OC3	0.88			
OC4	0.87			
OC5	0.77			
OC6	0.87			

Note: CR = Composite Reliability, AVE = Average Variance Extracted.

The measurement model confirmed adequate validity and reliability as shown in Table 2. Most indicator loadings were above the recommended value of 0.70, while a few items had loadings slightly lower than the recommended value. Retention of the indicators was supported by the measurement statistics. All constructs captured more than half of the variance in their indicators,

as reflected in AVE values ranging from 0.54 to 0.70. The reliability results were equally acceptable, with CR and Cronbach's alpha exceeding 0.70 throughout the model. Thus, the indicators showed sufficient convergence and consistency to support further testing of the hypothesized structural paths. The discriminant validity results are presented in Table 3.

Table 3: Discriminant Validity (Fornell–Larcker Criterion)

Construct	OCB	W	POS	OC
OCB	0.73			
W	0.41	0.79		
POS	0.48	0.60	0.82	
OC	0.50	0.66	0.60	0.89

Note: OCB = Organizational Citizenship Behavior, W = Workaholism, POS = Perceived Organizational Support, OC = Organizational Commitment.

Discriminant validity was supported because the square-root AVE values for OCB [0.73], W [0.79], POS [0.82] and OC [0.89] all exceeded their corresponding inter-construct correlations. This

confirms that each variable is empirically distinct from the others. The inter-construct correlations are moderate, suggesting that while the variables are related, they do not overlap conceptually.

Table 4: Model Fit and Quality Indices

Index	Value	Threshold	Interpretation
APC	0.32 (p = 0.001)	p < 0.05	Accepted
ARS	0.47 (p = 0.001)	p < 0.05	Accepted
AARS	0.47 (p = 0.001)	p < 0.05	Accepted
AVIF	1.80	≤ 3.3	Ideal
AFVIF	1.86	≤ 3.3	Ideal
GoF	0.55	≥ 0.36	Large
SPR	1.00	≥ 0.70	Accepted
RSCR	1.00	≥ 0.90	Accepted
SSR	1.00	≥ 0.70	Accepted
NLBCCR	1.00	≥ 0.70	Accepted

Note: APC = Average Path Coefficient, ARS = Average R-squared, AARS = Average Adjusted R-squared, AVIF = Average Block Variance Inflation Factor, AFVIF = Average Full Collinearity Variance Inflation Factor, GoF = Goodness-of-Fit, SPR = Simpson's Paradox Ratio, RSCR = R-squared Contribution Ratio, SSR = Statistical Suppression Ratio, NLBCCR = Nonlinear Bivariate Causality Direction Ratio.

The model fit and quality indices are presented in Table 4. The structural model is a good fit. The significance of APC, ARS and AARS (p < 0.05) provides evidence of satisfactory overall model performance, while AVIF and AFVIF values below the recommended cut-off indicate the absence of problematic multicollinearity. The goodness-of-fit

(GoF = 0.55) indicates that the model fit is large. In addition, the values of SPR, RSCR, SSR and NLBCCR all meet the recommended criteria, confirming that the model is free from the suppression effect and has adequate causal direction. Collectively, these findings indicate that the structural specification is adequate for evaluating the proposed hypotheses.

Table 5: Coefficient of Determination and Predictive Relevance

Variable	R ²	Q ²
Organizational Commitment	0.54	—
Organizational Citizenship Behavior	0.41	0.40

Note: R² = Coefficient of Determination, Q² = Predictive Relevance.

The coefficient of determination and predictive relevance results are presented in Table 5. The R² coefficient shows that Workaholism, approximately 41% of the variability in OCB is accounted for jointly by POS and OC. Also, Workaholism and Perceived Organizational Support explain 54% of the variance in Organizational Commitment, showing a moderate level of explanatory power of

the model. The predictive relevance was analyzed through the Q² values. The results indicate that the model has an acceptable level of predictive relevance as regards Organizational Citizenship Behavior (Q² = 0.399) and Organizational Commitment (Q² = 0.54) are both greater than zero.

Table 6: Hypothesis Testing Results

Hypothesis	Relationship	β	p-value	Result
H1	Workaholism → OCB	0.18	<0.001	Supported
H2	POS → OCB	0.21	<0.001	Supported
H3	OC → OCB	0.34	<0.001	Supported
H4	Workaholism → OC	0.45	<0.001	Supported
H5	POS → OC	0.38	<0.001	Supported
H6	Workaholism → OC → OCB	0.16	<0.001	Supported
H7	POS → OC → OCB	0.13	<0.001	Supported

Note: OCB = Organizational Citizenship Behavior, POS = Perceived Organizational Support, OC = Organizational Commitment, β = Standardized Path Coefficient.

The results of hypothesis testing are presented in Table 6. All proposed paths were supported, with each relationship reaching statistical significance at $p < 0.001$. Workaholism was positively associated with OCB ($\beta = 0.18$), while POS also showed a significant positive relationship with OCB ($\beta = 0.21$). The impact of organizational commitment on OCB is the strongest ($\beta = 0.34$). Workaholism ($\beta = 0.45$) and perceived organizational support ($\beta = 0.38$) also have significant effects on organizational commitment. The mediation tests also yielded significant indirect effects, with OC transmitting the influence of workaholism on OCB ($\beta = 0.16$) and that of POS on OCB ($\beta = 0.13$). Hence, all hypothesized relationships received empirical support.

Discussion

The present investigation focuses on how POS and workaholism contribute to OCB, while also examining whether OC functions as an intervening mechanism in these associations. The results show that all the tested relationships were significant and that OC was the strongest predictor of OCB, suggesting that employees' psychological attachment to their organization is essential to support the preservation of extra-role behavior. In fact,

employees highly committed to their organization will be more willing to help colleagues, maintain a positive work environment, be loyal towards the institution and contribute beyond the formal job requirements.

The positive relationships found between POS, OC and OCB are consistent with the basic tenets of Social Exchange Theory. When employees believe that the organization appreciates their efforts and treats them well, they are more likely to reciprocate with a greater sense of psychological attachment to the organization and engage in behaviors that go beyond the formal job duties. Similar patterns have been reported, showing that organizational support builds trust, strengthens employees' emotional attachment and fosters prosocial behavior in the workplace (7). Interestingly, perceived organizational support also retained a significant direct relationship with OCB after organizational commitment was added to the model. This suggests that employees may reciprocate organizational support in more than one way. Some employees seem to show citizenship behavior only after they have developed stronger commitment, while others seem to respond immediately and voluntarily contribute above their prescribed duties.

OC showed the largest effect on OCB in the model, indicating that employees' psychological attachment to the organization plays a central role in supporting extra-role behavior. When employees feel a high sense of belonging to their organization, they are more likely to be willing to put in extra effort, help their co-workers and achieve the organization's goals without expecting formal rewards. In this regard, OC should not be regarded as merely an emotional response to positive organizational experiences. Rather, it is also a motivational resource that encourages employees to take initiative and work cooperatively with others. This view is consistent with previous studies that have shown the importance of organizational commitment as a mechanism linking workplace experiences to positive employee behavior (10, 25).

The most interesting finding of this study is the positive role of workaholism. Much previous research has focused on its adverse effects, such as emotional exhaustion, reduced well-being and dysfunctional behavior in the workplace (17, 26). The present findings, however, indicate that such a conclusion may be overly simplistic. The relationship appears to depend on the context in which intensive work involvement occurs. The Job Demands-Resources Model provides a useful explanation for this pattern. Employees who invest substantial time and energy in their work may convert that investment into positive organizational outcomes when sufficient organizational resources are available. From a JD-R perspective, these findings suggest that the consequences of intensive work investment may vary across work contexts. However, because the present model did not test an interaction between organizational resources and workaholism, the results do not provide evidence that organizational support reduces the negative consequences of workaholism. Rather, they indicate that workaholism may coexist with positive organizational attitudes and behaviors in the context examined.

The positive association between workaholism and OCB should also be interpreted considering the potential behavioral proximity between the two constructs. Workaholism involves intensive and persistent investment of time and effort in work, whereas OCB includes discretionary behaviors that extend beyond formally prescribed

duties. At the behavioral level, both may therefore involve visible manifestations of "doing more than required." However, they remain conceptually distinct. Workaholism is primarily characterized by an excessive and internally driven compulsion to work, whereas OCB refers to voluntary behaviors intended to support colleagues or organizational functioning. Prior research has emphasized the importance of distinguishing workaholism from healthier forms of heavy work investment such as work engagement and empirical findings concerning its association with OCB remain mixed (12, 13, 18, 19). Therefore, the positive workaholism-OCB relationship observed in this study may partly reflect overlapping behavioral expressions of high work investment, but it should not be interpreted as evidence that the underlying psychological motivations of the two constructs are equivalent.

The mediation analysis helps clarify how organizational support and workaholism are related to citizenship behavior. Employees do not seem to respond automatically to organizational conditions but rather interpret and internalize their experiences in the workplace before translating them into observable behavior. Organizational commitment represents this psychological process and is the mechanism through which organizational support and workaholic tendencies ultimately influence employees' willingness to contribute beyond formal role expectations. This explanation is in line with recent behavioral research stressing the importance of internal psychological processes in affecting the responses of employees to their work environment (10, 27)

The study provides an important contribution by explaining organizational citizenship behavior through the lenses of Social Exchange Theory and the Job Demands-Resources (JD-R) Model. In the light of both perspectives, it is possible to capture the influence of organizational relationships and the individual psychological characteristics on employees' behavior. The results show that organizational support is not the only factor that explains why employees are willing to contribute beyond their formal responsibilities. Employees' internal work orientation, especially workaholism, also influences these behaviors, but its role seems to depend on the context in which employees work. In the presence of supportive organizational

conditions, intensive work involvement may be transformed into constructive behavior rather than harmful outcomes. The findings add to the better understanding of the mechanisms involved in the development of organizational citizenship behavior and the importance of considering the organizational and individual factors simultaneously.

The findings of this research make an important contribution to the development of behavioral science by expanding the understanding of the determinants of extra-role behavior in organizations. The integration between Social Exchange Theory and the Job Demands–Resources Model shows that employee behavior cannot be explained solely by external or internal factors but is the result of a complex interaction between the two. This perspective enriches the study of behavioral science, which has so far tended to separate social and psychological approaches in explaining work behavior. Moreover, the positive associations of workaholism with both OC and OCB suggest that workaholism may coexist with positive organizational outcomes in some contexts. These findings therefore support a context-sensitive perspective on the consequences of intensive work involvement. The mediating role of organizational commitment between relational factors and psychological conditions underscores the importance of the internalization process in shaping behavior. These findings suggest that individuals' responses to the work environment may operate through psychological mechanisms that develop from their work experiences. This implication underscores the importance of the cognitive-affective approach to behavioral science, especially in the process of translating perceptions and experiences into concrete actions. Finally, this study lays a conceptual basis for developing a more integrative behavioral model by examining the interplay of organizational support, individual psychological dynamics and behavioral outcomes. The approach is expected to inspire more research to take a more comprehensive framework in explaining the complexity of human behavior in the organizational context.

Conclusion

The findings demonstrate that perceived organizational support and workaholism are linked to OCB through both direct pathways and

indirect mechanisms involving organizational commitment (OC). Among the predictors examined, OC showed the strongest relationship with OCB, underscoring the importance of employees' psychological attachment to their organization in fostering discretionary behavior. POS was also positively associated with both OC and OCB. Workaholism showed positive relationships with OC and OCB; however, this result does not mean that workaholism should be regarded as inherently beneficial. Rather, they indicate that intensive work involvement may coexist with positive organizational attitudes and behaviors in the context examined. The study contributes to the literature by positioning Social Exchange Theory and the Job Demands–Resources framework as complementary perspectives for explaining relational and work-related psychological pathways to OCB, with OC serving as a common mediating mechanism.

Several limitations should be considered when interpreting these findings. First, the cross-sectional design captures relationships among the constructs at a single point in time and therefore does not permit strong causal inference. Second, the study relied on self-reported measures, which may be affected by individual perceptions, recall tendencies and socially desirable responses, although several procedural steps were taken to limit the risk of common method bias. Third, demographic and occupational characteristics, such as gender, academic rank and disciplinary field, were used for descriptive purposes only and were not entered into the structural analysis as covariates. Fourth, although respondents were drawn from multiple higher education institutions, institutional clustering was not explicitly modeled and institution-level characteristics may therefore account for some unobserved variation. Finally, the study did not distinguish between potentially adaptive and maladaptive dimensions or profiles of workaholism.

Future research should employ longitudinal or time-lagged designs to examine how these relationships develop over time and to strengthen causal interpretation.

Further studies should also incorporate relevant demographic and occupational controls, evaluate institutional-level variation using multilevel or cluster-robust approaches and distinguish among different dimensions or profiles of workaholism. In

addition, future research may examine whether factors such as organizational resources, work engagement, leadership, or organizational culture alter the conditions under which intensive work involvement is associated with commitment and citizenship behavior.

Abbreviations

AVE: Average Variance Extracted, CMB: Common Method Bias, CR: Composite Reliability, JD-R: Job Demands-Resources, SET: Social Exchange Theory, OC: Organizational Commitment, OCB: Organizational Citizenship Behavior, POS: Perceived Organizational Support, PLS-SEM: Partial Least Squares Structural Equation Modeling, W: Workaholism.

Acknowledgement

The authors would like to express their sincere gratitude to all individuals and institutions who contributed to the completion of this study. The authors also appreciate the respondents who voluntarily participated in the survey and provided valuable information for this research.

Authors Contribution

Wisudani Rahmaningtyas: Conceptualization, Literature Review, Writing - Original Draft, Data Collection, Ratieh Widhiastuti: Research Methodology, Validation of Methodology Procedure, Data Analysis, Data Display, Anna Kania Widiatami: Writing - Final Draft, Text Editing.

Conflict of Interest

The authors have no competing interests to disclose.

Data Availability

Supporting data can be requested from the corresponding author when justified.

Declaration of Artificial Intelligence (AI) Assistance

AI-based language support was employed only at the final editing stage of the manuscript to refine linguistic quality, including sentence clarity, grammatical accuracy, spelling and overall readability. Its use did not extend to the conceptual or analytical aspects of the research. The development of the research questions and hypotheses, study design, data collection, statistical analysis, interpretation of the findings and formulation of the conclusions were

undertaken independently by the authors. The authors subsequently reviewed and approved the complete manuscript and remain fully accountable for its scholarly content, accuracy, integrity and originality.

Ethics Approval

Not Applicable.

Funding

No external financial support was obtained for this study. The research process, from data collection and analysis to manuscript preparation, was carried out without funding from public institutions, commercial organizations, or non-profit bodies.

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How to Cite: Rahmaningtyas W, Widhiastuti R, Widiatami AK. The Bright Side of Workaholism: Revisiting its Role with Organizational Support in Driving Commitment and Citizenship Behavior. *Int Res J Multidiscip Scope*. 2026;7(4):967–977. DOI: 10.47857/irjms.2026.v07i04.013372