

Women Workaholics and Work-Life Harmony: Re-Establishing Balance through Supervisory and Family Support

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Abstract

The conventional concept of workaholism identifies it with mental health and work-life conflict and imbalances. Incidentally, it is also considered to be indispensable. Research indicates women are more prone to workaholism. But hardly any studies have been undertaken to understand the underlying mechanism through which a work-life harmony can be attained by woman workaholics. This empirical study based on women, aims to contest the complex concept of workaholism and understand whether adequate supervisory and family support will help women reestablish career-family equilibrium. A parallel mediation technique is adopted for analyzing the conceptual framework developed for the study. The study has 551 women faculty members of the Indian higher education sector as respondents from whom data was collected using a structured questionnaire. Workaholism with a global issue, this study will help to throw light on the dual mediation effect of family and organisational support that will help workaholic women in bringing a balance to work and life. For the individual organization, this may be the initial step towards a noteworthy perspective transformation. Workaholic women can also analyze their workaholic attitudinal component and ensure that their workaholism is restricted to mere job involvement. The study's novelty strengthens from the fact that not much exploration has been initiated to study the nuances of workaholism – work-life harmony.

Keywords: Family Support, Supervisory Support, Women Workaholics, Workaholism, Work-Life Harmony

Introduction

Women have the extraordinary power to navigate the treadmill of personal and professional responsibilities tirelessly and with determination in order to validate own worth and to confront the persistently lingering doubt of true potential (Santiago, 2022). It is challenging for women to accept that gender-discerned societal customs and outlooks generate internal coercion to work hard and better (Beiler-May et al., 2017). There is a constant urge in women to satisfy their need for competence and this leads them to become “Workaholics”.

The term Workaholism was first coined in 1968 but gained attention only after a decade through a doctoral study at the University of Yale. This study introduced a spectrum of consequences of workaholism ranging from highly negative to highly positive. Another research around the same period distinguished workaholics from being frustrated workaholics to being fulfilled workaholics (Machlowitz, 1978). Over the years, the meaning of workaholism has evolved, encompassing the elements of motivation, emotion, behavior, and cognitive component. Studies have also linked it to a personality trait (Clark, 2018).

Many a studies have described workaholism as a demeaning and damaging abnormality, presumptively negative behavior (Del Libano et al., 2010). A workaholic individual exhibits an obsessive preoccupation with their tasks and is engrossed in excessive workloads surpassing the expected working hours. They obstinately think about the tasks even during non-working hours (Schaufeli et al., 2008). Such workaholic obsessions have inimical effects on the person's well-being manifesting as life dissatisfaction, acute levels of tiredness, stress, sleep problems, and compromised health (Day and Cooper, 2023; Huyghebaert-Zouaghi et al., 2023; Clark et al., 2016; Salanova et al., 2016, Andreassen et al., 2011). Workaholic individuals also experience extreme

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exhaustion as a result of deprivation or lack of sleep (Reynolds et al., 2021). Even though the widespread research on the concepts and life balances indicates the adverse effect of workaholism on the well-being of individuals, there is a dearth of studies with definitive evidence (Junker et al., 2024).

The positive manifestation of the term 'Workaholism' considered workaholics as those who are diligent and the ones who enjoy the work assigned to them (Maslach, 1986). It is identified with an individual's excessive engagement in work. A sense of happiness, satisfaction, and fulfillment engulfs them (Naughton, 1987). Spence and Robbins (1992) defined workaholism from the standpoints of involvement, compulsion, and enjoyment (di Stefano and Gaudiino, 2018). Workaholics absorb themselves in the work (Flowers & Robinson, 2002). It is a state of vitality and commitment (Baker and Demerouti, 2008, Llorens et al., 2007). Baruch (2011) argues that the addictiveness involved in workaholism needs to be considered just as one among the various viewpoints. It results from the attempt made by every individual to achieve a psychosocial integration to ensure a bearable and joyful life.

Millennials living in a hustle culture environment perceive workaholics as ones with strong work ethics who are willing to invest extensive hours in completing their responsibilities (Clark et al., 2016). This contemporary hustle culture idealizes the concept of being immersed in work driven by an inexorable pursuit of progress (May, 2022). Few studies have observed that women exhibit higher levels of workaholism than men, with notable differences in components like perfectionism and emotional arousal (Dudek & Szpitalak, 2019). Few researchers have tagged work-family issues as a "female problem" (Ashraf & Jepsen, 2024; Taser-Erdogan, 2022). Striking a work-life balance to prevent enduring losses holds significant importance for married working women, given their multi-layered roles as wives, mothers, and employees (Noroozi et al., 2023). Other similar studies claim that married working women could expect a certain pressure of work-life conflict (Lallukka et al, 2014; Farhadi et al., 2013). The outcomes were similar for other related studies where it was confirmed at different demographic platforms that a higher work-life conflict is experienced by women than men (Komal et al., 2013).

Many a studies shows that women will be able to manage the work demands as well as their well-being with adequate support from the organisational heads and family (Akhter & Mahmud, 2025; Boakye et al., 2021). This holds true across sectors of banking, higher education, public organisations and SMEs (Akhter & Mahmud, 2025, Fayaz & Gulzar, 2025; Wani, 2023; Boakye et al., 2021; Uddin et al., 2020; Achour et al., 2017). Chang et al. (2023) have identified that with adequate family-supportive supervisor behavior the negative effect of workaholism causing a work-life conflict can be balanced. However several gaps have been identified in the existing literature.

The major focus of studies on the effect of family and supervisory support has been on women in general and not in particular on workaholics in spite of them facing a rigorous, self-imposed work demands with lower psychological and emotional detachment (Chang et. al, 2023; Wani, 2023). Also, hardly any study could be identified with a specific investigation on workaholic women. Shah, 2019 in the study based on workaholic women has examined the moderated effect of family support on work-family conflict with no mention of other factors like supervisory or organisational support. The support extended by the family and supervisor has also been studied as a direct predictor of work-life balance and stress management with a dearth in studies exploring its combined effect (Akhter & Mahmud, 2025; Shah, 2019; Pluto et al., 2018). Supervisory and family support have been treated as separate volatile resources by the researchers in past studies (Chang et al., 2023). Thus a gap has been identified on how supervisory and family support may be studied as a dual-support model that will help women workaholics bring a balance in work-life, and whether the lack of one can complement the other.

Prior research across cultural mosaics of countries like India, China, Australia, Pakistan, Malaysia and several other regions have registered varied impact of supervisory and family support (Begum et al., 2024; Wani, 2023; Boakye et al., 2021). Bridging the gap of dual effect of supervisory and

family support may also bring novelty by enriching various cross-cultural theories of work-family resources that may bring varied perspectives across heterogenous cultural environment. This may also help the organisations frame policies and training programs aligned with the Sustainable Development Goals stressing on gender equity with adequate consideration for families with specific mention on workaholic women employees.

Review of Literature

Workaholism being identified to be a major contributor to work-life conflict, has largely been linked with stress, burnout, mental health, and so on. However, the comforting prospect is that there are research that support how family and workplace support positively contribute to reducing work-life conflict (Cahill et al., 2015). A study based on women in banking sector in Bangladesh indicated that work-life balance policy along with workplace and family support significantly improves work-life balance (Uddin et al., 2020). This study progresses with the objective of understanding whether with adequate supervisory and family support workaholism in women can positively be translated to work-life harmony.

Theories of Workaholism

Work or employment is an essential element of every individual offering them a sense of identity, recognition, relationships, and purpose in addition to the earnings to elevate the standard of living. Despite these favorable outcomes, some individuals are drawn by internal and external forces to engage themselves in exhausting and compelling work, thus getting labeled into being workaholics (Schaufeli et al., 2008). Workaholism can yield contradictory physical, emotional and social effects for the individuals and those associated with them both personally and professionally. It may exert a damaging impact on the overall work atmosphere also (Andreassen, 2014).

The literature on workaholism is split across disciplines of organizational, clinical, medical psychology, business, and psychiatry (McMillan et al., 2001). There are tactical challenges in establishing a consensus on the operational definition of workaholism. It is also challenging to synthesize the vast data into a cohesive theory encompassing the multi-faceted outcomes of workaholism. There is a lack of theoretical underpinnings revealing concrete reasonings on the positive or negative impact of workaholism (McMillan et al., 2001). This study aims to unveil how supervisory and family support may harmonize work-life balance for a workaholic.

Spillover theory proposed by Staines (1980) is a central lens that emphasizes the ties between work and family, proposing mutually influence. This theory has been reviewed to be the most prominently adopted theoretical foundation in contemporary researches on work-life balance (Zulkiflee et al. 2024, Fan et al., 2021). The theory posits that the knowledge, skills, attitudes, emotions and other resources gathered from one's role (work domain) spill over into other roles (family domain) (Zulkiflee et al., 2024; Foo & Adam, 2021; Tamunomiebi & Oyibo, 2020). Such spillovers will either have a positive effect or a negative effect with spillovers displayed at emotional, attitudinal and behavioural levels (Schnettler et al., 2021). Systematic review of literature has identified spillover as a core concept explaining the mechanism through which either a balance or imbalance affect well-being of the individual, their performance as well as satisfaction (Lakshmypriya et al., 2022; Rashmi & Kataria, 2021). Viewed through the standpoint of the spillover theory, the supportive actions of family and supervisory leaders are expected to have a spillover effect on the employees (Zhou et al., 2022).

The study also adopts the Theory of Conservation of Resources (COR Theory) (Holmgreen et al., 2017), a theory of motivation used in the management literature. As explained by Hobfoll (1989), individuals tend to safeguard their existing valued resources while striving to achieve new ones. It explains the individual-level outcomes of performance, work-life balance, burnout, and so on (Leung et al., 2020). The COR theory, a core foundation in order to understand the interlink between work and family interface, has been adopted on the assumption that individuals, despite being workaholics, will strive to preserve the resources that are valued by them, thus reducing the ill

effects of workaholism (Zhang et al., 2025; Khan et al., 2022). Yan et al. (2025) through a recent bibliometrics study has identified COR theory as one of the main theoretical pillar in work-life balance studies. Applying the theory at work-life balance front, individuals strive to acquire and safeguard “resources” that helps them to cope with the demands at work (Shafariah & Gofur, 2025; Fan et al. 2021). The emotional support extended by family when combined with the colleague support act as social resources wherein work-life balance mediates subjective well-being (Buonomo et al., 2024; Leung et al., 2020). With adequate supervisory and family support extended, the workaholic employees may be able to integrate their personal and professional lives leading to alignment of work and life (Wang & Wang, 2024).

Workaholism – Work-Life Balance

“The tendency of obsessive and extensive working displayed by individuals is what we term workaholism” (Gillet et al., 2022). Workaholism has the capacity to significantly impact individuals. With the COR theory as the base a study was recently undertaken based on responses received from public and private sector organizations in which it was identified that unwarranted and irrational workaholism predicts work-life conflict (Rai et al., 2024). Workaholism was also identified to have a mediating effect on work and life conflict through thriving at work (Ni et.al., 2023). In research on working adults in the United States, it was identified that workaholism increased the work-leisure conflict (Liu et al., 2023; Meier et al., 2021). Various researchers have highlighted workaholism as a key contributor to work-life conflict (Muchi-Ameti & Abaz, 2023; Tahir & Aziz, 2019; Torp et al., 2018).

Significant concerns have been raised on how conflicting and demanding are the responsibilities arising on the personal and professional front that it becomes a necessity for individuals to allocate the required time for familial duties not allowing the extended working hours to have a dehumanizing impact on individual employees (Sarpong, 2023). There may be increased job demands requiring individuals to devote more time at work leading to an imbalance in work and life (Nisar et al., 2024; Kleiner and Wallace, 2017). Previous research shows that workaholism fosters negative consequences. To prevent such adverse outcomes the organizations should foster a supportive workplace that will help the individual employees to maintain a stable work-life arrangement (Avrachan, 2023). Very few studies have attempted to identify interventions that will reduce the detrimental effects of workaholism on work-life conflict. di Stefano & Gaudiino (2018) in their study based on Italian workers positively connects workaholism to the work-life interferences in dual directions, with a stronger impact of work on life. Still, appropriate work-life balancing strategies have to be identified to address the effects of workaholism (Ganiyu & Genty, 2022). This study attempts to identify interventions that may positively create a work-life harmony for workaholics.

Supervisory Support – Work-Life Balance

Supervisory Support is “the extent to which the employees perceive support and understanding from their supervisors” (Otoo, 2024; Eisenberger et al., 2002). Being agents of the organization, support from the supervisors has been acknowledged as a critical source for employees to reduce work-related stress (Carlson & Perrewé, 1995). Previous research has suggested positive outcomes of enhanced performance, job satisfaction, and innovative behavior in employees (Msuya & Kumar, 2022; Li et al., 2021; Tarcan et al., 2021; Haas, 2020; Afzal et al., 2019). It has also been found that there is a significantly substantial positive relationship between supervisory support and work-life balance (Astuti et al., 2024; Talukder & Galang, 2021). On perceiving that the supervisors are supportive in ensuring a harmonious work-life balance for the employees, the employees will be inclined to reciprocate by maximizing their contribution to the organizational growth (Park et al., 2018).

Strong support from the supervisor fostering work-life balance shows that the supervisors are acknowledging the work and family relationships of the individual employees. The employees also

feel heard, cared and respected (Kalliath et al., 2020). They feel motivated to enhance their performance. This will foster a favorable work climate in the organizational milieu and will make the employees remain committed to the organization (Chen and Wu, 2020, as cited in Liu, 2021). A study with frontline hotel employees in China confirmed that supervisory support significantly reduces work-life conflict (Matuska, 2010). Despite the deleterious impact of workaholism on employee well-being being widely recognized, more research are required to understand the underlying limiting factors (Junker et al., 2024). Through this study, an attempt has been made to understand whether support from the supervisors will help workaholics in balancing their work and life.

Family Support – Work-Life Balance

Every individual has different roles to play in one's life and the Role Theory explains the dynamics of an individual's roles across dimensions (Budhiraja et al., 2022). These personal and professional roles with specific rights and responsibilities may be conflicting in nature (Yu et al., 2022). It is up to the individual to strategize ways to harmonise the work and non-work life as a measure to avoid work-life imbalances (Jung et al., 2023; Kwahar & Iyortsuum, 2018). As explained in the spillover theory, a harmonious work-life balance can be ensured by an individual only if there is a positive family-work spillover. In this course, the support and encouragement extended by the family are very crucial in determining the extent of positive spillover contributing to an effective balancing of work and life (Lakshmypriya & Krishna, 2016).

Family support is the assistance extended by a spouse and other family members manifesting in emotional support in the form of love, trust understanding, and care and in instrumental support in the form of money, time, services, and so on (Namayandeh et al., 2010). Numerous studies support the postulate that family support can help alleviate work-family conflict (Lee & Sirgy, 2024) and improve performance (Noroozi et al., 2023; Yang et al., 2019; Pluut et al., 2018; Jin, 2017). It reduces the strain arising out of multiple roles and he's individuals manage the work and non-work demands in an efficient manner (Fayaz & Gulzar, 2025; Sembiring et al., 2024). Akhter & Mahmud (2025) in their study Bangladeshi female bank employees have identified family support as a major factor in reducing job stress. Emotional support from family was a more significant factor than instrumental support in bringing a balanced work and life (Leung et al., 2020; Abendroth & Dulk, 2011). Another study on women police personnel identified that the support of family members is essential for women employees for a balanced work and life (Padma & Reddy, 2013). Drummond et al. (2017) through their longitudinal study conducted across four countries confirmed family support as a significant factor in predicting lower work-family conflict, in particular for women. Researches have also proven that family support works indirectly as well by mediating as a significant resource on bringing work-life balance (Andriyani et al., 2025; Fayaz & Gulzar, 2025; Sembiring et al., 2024). This inquiry attempts to identify the dynamics of family backing in lessening the negative consequences of workaholism in women to establish work-life harmony.

Supervisory and Family Support – Work-Life Balance

This exploration aims to identify interventions that may empower women workaholics to have an equilibrium in their work and life. From previous literature, it has been identified that supervisory and family support plays an indispensable role in reducing or even avoiding conflicts arising from work-life imbalances. Most of the studies pertaining to the relevance of supervisory and family support on the equilibrium between work and life stress the ideology that both supervisory support as well as family support together are required to make an impact on work-life harmony (Noroozi et al., 2023; Uddin et al., 2020; Cahill et al., 2015). It has been discussed that the expectations from working women to balance their lives and work are very humongous. The result of a study conducted by Akter et al. (2022) on academicians in Bangladesh, it was identified that family support and supervisory support are significant predictors of work-life balance. A meta analytic study on the impact of family and organisational support to mitigate work-family conflict supported both as significant factors (French et al., 2018). Regina et al. (2022) has proven that among

Indonesian auditors, supervisor and family support can bring in work-life balance. However, there is hardly any research that has identified how supervisory and family support may help workaholic women. This research aims to throw light on whether these two factors are significant in helping women workaholics to re-establish work-life harmony.

Aim and Objective of the Study

The significance of this research is amplified as it focuses on the women faculty in the higher education sector in India. Working as faculty in higher educational institutions has traditionally been perceived as highly gratifying and relatively stress-free. Nevertheless, the rapidly growing global education industry has brought with it massive transformations in Indian educational practices. There has been a notable uptick in the stress level of academicians owing to escalating demands in academic and non-academic realms (Koster and McHenry, 2023; Xu and Wang, 2023; Jain and Chourasiya, 2022; Shivani and Krishnan, 2019; Agarwal et al., 2018; Shrivastava and Shukla, 2017).

Globally, researchers have explored the workaholic tendency patterns among the faculty in the higher education sector (Badri, 2024; Dlamini and Dlamini, 2024; Ghiță, 2024; Maharani et al., 2024). Most of the previous literature has studies concentrated on the challenges of workaholism on their well-being. Hardly any research studies have been found identifying interventions that may help workaholic women balance their work and life. Thus the intention of this research is to delve into how supervisory support and family support parallelly mediate between workaholism and work-life harmony.

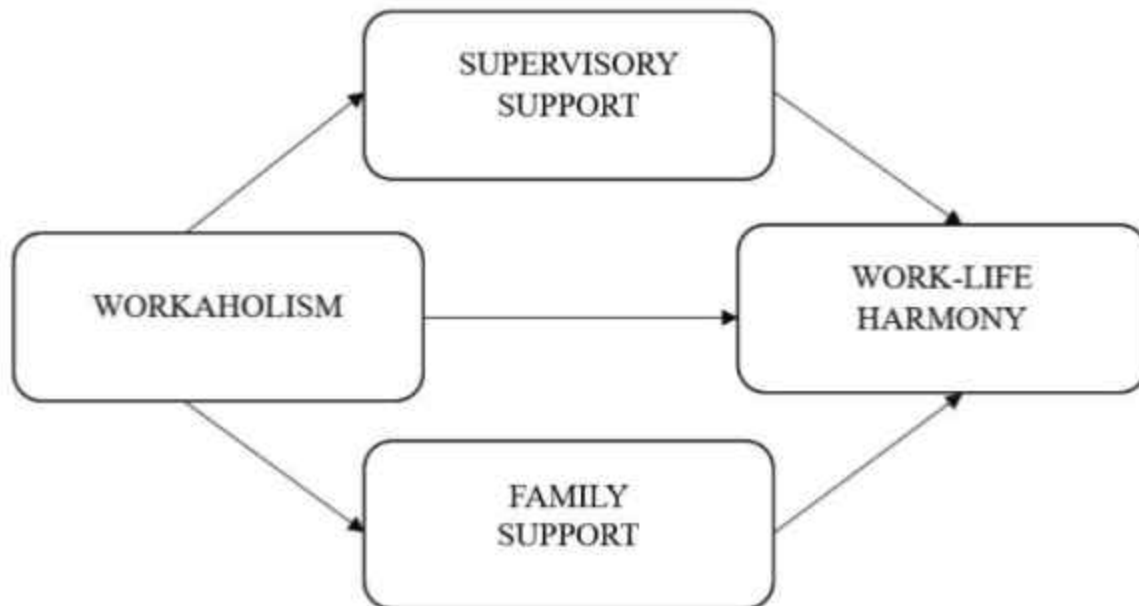


Figure 1 Study Model

Fig 1 explains the relationship projected in the study. It is proposed that supervisory support and family support parallelly mediate the interaction between workaholism and work-life equilibrium. It is assumed that collateral support extended by family and organisation will reduce the detrimental effect of workaholism helping individuals achieve a harmonious work-life balance. Hence the goal is to unveil a vital mechanism that explains the interventions addressing the linkage between workaholism and work-life harmony.

Research Methodology

Along with a positivist epistemological perspective, a transverse research design was adopted for the study. This study focusses on women faculty in higher education sector. Ever-evolving reforms in higher education has pushed academicians to work excessive hours and constantly available, thus bringing an overtime culture and thus a workaholic behaviour (Hynes & Cullinane, 2024; Tattarini et al., 2024; Torp et al., 2018). A workaholic behaviour is proven to be displayed more by women than men due to gendered pressures and unequal career opportunities (Ghislieri et al., 2025; Tattrini et al., 2024; Demirel & Erdirencelebi, 2019). Torp et. Al (2018) has all identified that workaholism is higher among academic staff than non-academic staff. The multiple role undertaken by female academicians make them more vulnerable to a work-family imbalance and burnout (Ali, 2024; Priya & Ahamed, 2025; Mayya et al., 2021; Demirel & Erdirencelebi, 2019). Thus a study on workaholic women in higher education sector is necessary to uncover the nuances of gendered workloads and how support from family and organisation may alleviate the pressure so that informed and targeted interventions can be designed. When the focus of a research is based on a specific condition or experience, researchers have depended on purposive and snowball sampling who experience the condition intensely (Akter et al., 2022; Boakye et al., 2021). Thus, since the study focusses on workaholic women in higher education sector, the study combined purposive and snowball sampling method to yield information based on the experiences of workaholic women in higher education sector.

The research data was collected using a questionnaire developed with standardized scales from existing literature. The questionnaire was validated by experts. Data collected from 551 women faculty members of the Indian higher education sector, was analyzed using primarily SPSS and AMOS. A macro, PROCESS was adopted to explore the effect of parallel mediation. There four constructs of the study – Workaholism, Supervisory Support, Family Support, and Work-Life Harmony were estimated using 5-point Likert scale extending between Strongly Agree (SA) to Strongly Disagree (SDA). Workaholism in faculty members was identified using six items modified from the Workaholism Analysis Questionnaire authored by Aziz et al. (2013). Eight items were adopted from Hammer et al. (2009) to measure the support of supervisor as perceived by the faculty members. To measure work-life harmony six items adopted from Uddin et al. (2020), Brough et al. (2014), and Hill et al. (2001) were used. Six items from previous literature (Akter et al., 2022; Sharma et al., 2019; Nayak & Sharma, 2018; Brough et al., 2009). The overall reliability of the variables consisting of 26 items was gauged using Cronbach's alpha and showed a value of 0.946 guaranteeing high reliability.

Data Analysis and Interpretation

Demographic Analysis

On analyzing the respondent demographics (551 women faculty members) (Table 1) it was identified that most of them belonged to the category of 46-50 years of age (32.7%). 68.2% of the respondents were working in the Arts and Science Colleges (n = 376). About 53.5% of the respondents (n = 295) had a Ph.D. as their educational qualification.

Variables	Category of Variables	Frequency	Percentage
Age	Less than 25 years	40	7.2
	30 – 35	35	6.4
	36 – 40	48	8.7
	41 – 45	116	21.0
	46 – 50	180	32.7
	Above 50 years	132	24.0
Nature of Institution	Arts and Science	376	68.2
	Professional	175	31.8
Educational Qualification	M.Phil.	238	43.2
	Ph.D.	295	53.5
	Others	18	3.3

Table 1 Respondents' Profile

Descriptive Statistics

The mean values along with the standard deviation (SD) and correlation are shown in Table 2.

Variables	Mean	SD	Workaholism	Supervisory Support (SS)	Family Support (FS)	Work-Life Harmony (WLH)
Workaholism	3.670	0.794	1			
SS	3.717	0.647	0.726**	1		
FS	3.544	0.758	0.710**	0.511**	1	
WLH	3.418	0.804	0.594**	0.586**	0.655**	1

Table 2 Key Descriptive Statistics Measures

**p<0.001

Karl Pearson's Coefficient of Correlation revealed a substantial and positive association between all the study attributes.

Confirmatory Factor Analysis

With an aim to analyze the dimensionality and fit statistics of the study variables, an overall Confirmatory Factor Analysis was conducted (Fig 2).

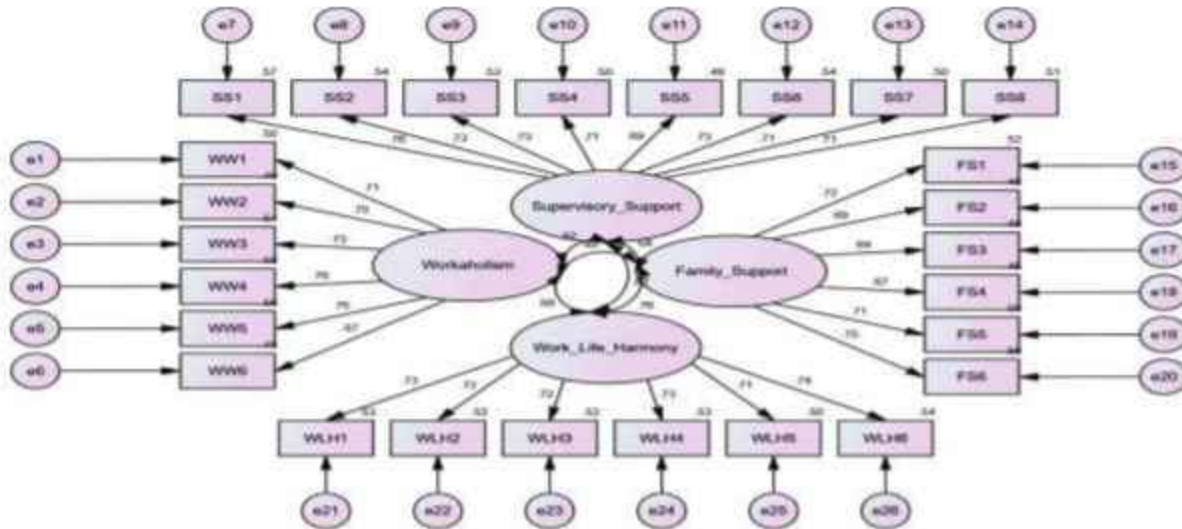


Figure 2 CFA of Study Model

As evidenced by the fit indices, the CFA undertaken for the overall model demonstrated a good fit: Chi-sq./df = 2.587, GFI = 0.908, CFI = 0.938, TLI = 0.931, and RMSEA = 0.054.

Parallel Mediation Analysis

A parallel (multiple) mediation model was adopted to predict the parallel mediating effect of supervisory support and family support on the association between workaholism and work-life harmony. The bootstrapping technique at a 95% confidence interval using PROCESS macro developed by Hayes (2018) was adopted for this analysis. Model 4 with 5000 iterations was used for the investigation. Non-overlapping with zero on the confidence intervals of the indirect effect indicates mediation (Zhang et al., 2022).

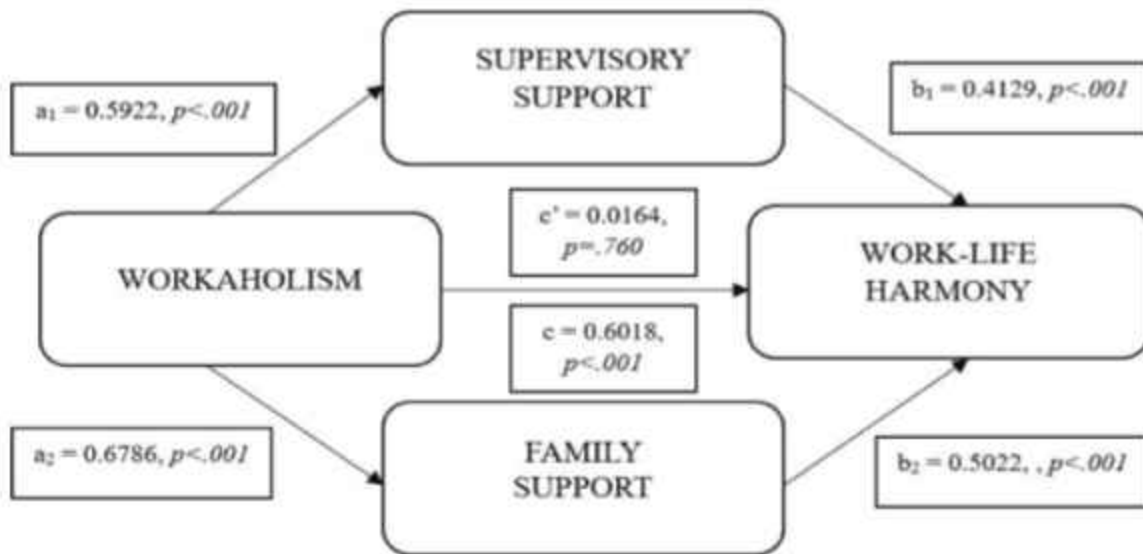


Figure 3 Results from Multiple Mediation Analysis

Fig 3 explains the results of the concurrent mediation analysis. The total effect of Workaholism on WLH was significant with $R = 0.5938$, $F(1,549) = 298.99$ with Workaholism explaining 2.7% variance in WLH, $b = 0.6018$, $SE = 0.0348$, where the p-value is less than 0.001. However, the primary effect of workaholism on WLH was not significant when mediators were accounted for. The bootstrapping coefficient had zero overlapping between the interval limits at a 95% level. The effect of Workaholism on SS was significant with $R = 0.7261$, $F(1,549) = 612.13$ with $b = 0.5922$,

SE = 0.0239, $p < 0.001$. The effect of Workaholism on FS was also significant with $R = 0.7104$, $F(1,549) = 559.33$ with $b = 0.6786$, SE = 0.0287, $p < 0.001$.

The overall indirect influence of Workaholism on WLH through the presence of SS and FS as the mediator was significant with $R = 0.7172$, $F(3,547) = 193.16$ with Workaholism explaining a 97.27% variance in WLH, $b = 0.5854$, SE = 0.0491, with a confidence level at 99%. In multiple mediation analysis, the mediators are correlated as they share a common cause or intervention and this correlation may attenuate specific indirect effects as all mediators are entered together (Preacher & Hayes, 2008). However, the size of an indirect effect or mediated proportion does not indicate multicollinearity (Kim, 2019) or the problem of over-fitting (Twisk, 2024; Falk et al., 2023). It just shows that both the mediators are significant in predicting WLH through Workaholism. When controlling for FS, SS was a key predictor of WLH, $b = 0.2446$, SE = 0.0386, at 1%. Workaholism accounted for a 40.64% variation in WLH through SS as the mediator. Similarly, when controlling for SS, FS was a significant predictor, $b = 0.3408$, SE = 0.0336, at a level of 1%. 56.63% variation in WLH due to Workaholism in the presence of SS as the predictor was recorded.

There are two indirect effects in the study. The first indirect effect evaluated the mediating effect of SS between Workaholism and WLH. The mediated effect was significant within the interval estimates of 0.1729 and 0.3231 at a 95% confidence interval. The second indirect effect has FS as the mediator between Workaholism and WLH. The indirect effect of FS was also significant. The confidence interval limits, lower and upper at 95% level was 0.2779 and 0.4099 respectively. On comparing the effect of each predictor variable it can be identified that FS is the strongest predictor in the research model.

Conclusion, Findings and Suggestions

Findings

Workaholism is an addiction that impedes the life functions of any individual. However, provided the workaholics are given suitable support at the professional front as in supervisory support and at the personal dimension as in family support, they may be able to re-establish harmony between their work and life. This evaluation enriches the expanding body of awareness suggesting a harmonious work-life balance that can be launched by workaholic individuals only with the backing of supervisors at the organization and by family. Supporting the Spillover theory, when there is a spill over of experiences, cognitions and emotions from one domain to another, thus interweaving it, it requires a highly flexible and permeable boundaries (Vhutali, 2025; Begum et al., 2024; Du et al., 2018). If it is not so, the carry over will become negative, thus increasing distress, work-family conflict and dissatisfaction (Shimazu et al., 2020; Bakker et al., 2013; Andreassen et al., 2011). Evidence also proves that family and supervisory support help individuals find work-life balance (Noroozi et al., 2023; Odle-Dusseau et al., 2016, as cited in Cave, 2019).

It is pathbreaking to conclude that it is pertinent even for workaholic women employees. With women maintaining stronger emotional ties, a heavy work investment by women can create positive spill overs only with support of the family (Begum et al., 2024; Nam & Nam, 2022; Grice et al., 2011). Similarly an organic work schedules will weaken the negative spill overs at family as well (Lott, 2020; Radó et al., 2015). Specific interventions like flexibility and support systems which does not undermine the well-being and role performance of a workaholic women only will moderate the adverse effect of spill overs (Kim & Oh, 2025; Begum et al., 2024; Lott, 2020). The research result has also highlighted that family support is more crucial than supervisory support. The main source of family support for a woman is from her spouse. Prior research has emphasized that instrumental support for women essentially has to be extended by the spouse (Karapinar et al., 2020; Shimazu et al., 2020; Bakker et al., 2013). It will help to mitigate the potential challenges of workaholism.

Based on the Theory of Conservation of Resources, every individual strive to procure, preserve and secure their valued resources of time, health, social support in order to minimise stress (Hobfoll & Freedy, 2017). A disproportionate allocation of such resources by workaholics will make the more vulnerable to negative impacts of workaholism (Asadullah et al., 2024; Junker et al., 2024). This is highly applicable for workaholic women who juggle between responsibilities, impairing balance in work and family (Junker et al., 2024; Lee & Riach, 2024; Dugan & Barnes-Farrell, 2020). Systematic study on women's workaholic tendencies shows that key resources of social and job support provides recovery opportunities leading to lesser loss of resources, thus reducing loss spirals (Hobfoll et.al, 2018; Molino et al., 2016).

This study has practical implications. A study on the importance of family support and organisational support for workaholic women helps the family of the working women for understanding the stressors and exhaustion and in turn support working women in society to manage the challenging facets of workaholism. A family-supportive supervisory behaviour will weaken conflict at home tendencies among workaholic women (Chang et al., 2023) and an organisational-supportive family behaviour will lower conflict at work-front (Gillet et al., 2022). Family including spouses, friends, and relatives could extend their cooperation and should be ready to support the working women balance their work and life through emotional labour, care, love, and encouragement. An instrumental spousal and family support helps in significant delinking of workaholism and work-family conflict (Shah, 2019). At the organisational level also awareness should be created and the supervisory staff should be educated on how important it is to propose their emotional and instrumental support. The need for setting boundaries and allowing ample time for recovery should be normalised in order to reduce stress and strain (Gillet et.al, 2022; Ruiz-Garcia et al, 2022). It becomes possible only with the inclusion of a gender-aware planned activities like non-work times and technology-free evenings. This study demonstrates the criticality of these two intervening variables concerning workaholism in women.

Suggestions

The outcomes of this study can be generalized only with caution. The milieu of this research was the Indian higher education sector with women faculty as the experiment group. India is a nation where family and work spill over unsurprisingly. The generalisability of this with respect to other parts of the world is bound for discussion. Nevertheless, future studies can be done by researchers to understand the impact in other regions globally. A comparative study between the workaholics of different regions may also be initiated to gather varying perspectives. It will add to research on workaholism and ways to cope with the challenge. Similar research on other organizational setups can also be undertaken.

This research adopted a cross-sectional pattern of study. The longitudinal effect being studied may help to throw light on the workaholic attitude of women. It will also be intriguing to explore the intervening effect of supervisory support and family support are equally helpful for workaholic men to overcome the adverse effect of workaholism and whether such support will help men to establish work-life harmony.

Through the course of the literature review, it was identified that there is an absence of conclusive evidence to understand the workaholism-work-life harmony relationship. This research expects to have met the gap to a certain extent. Other contributors to work-life harmony can be identified that may mediate or moderate the antagonistic effects of workaholism like stress, exhaustion, and conflicts.

Conclusion

Supervisory and family support are crucial contributors to helping workaholic women to strike a coherence between their individual life and professional life. Adequate supervisory support will help workaholic women draw boundaries by discouraging excessive work and setting realistic targets. They can help employees manage their personal commitments without compromising work

responsibilities through flexible and remote work arrangements (Karapinar et.al, 2020). Their morale can be boosted by encouraging them to adopt a balanced approach towards work and family. The family members can identify the reasons for negative work spillover at home. Open communication can be fostered to help women workaholics share their concerns. This will help the workaholics and their families to understand the work stressors and solve problems collaboratively (Khliefat et.al, 2025). Family support can also be ensured by sharing the responsibilities of women. Self-care can be encouraged by family members to promote well-being. Together extending supervisory and family support will foster an environment where workaholic women can endeavor to integrate professional and personal life harmoniously.

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