Relationship between Ambivalent Leadership Behaviors and Workaholism

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Abstract

The research dealt with the ambivalent leadership behaviors with its dimensions represented by (the behavior of the supportive leader and the stressful behavior of the leader), the workaholism variable with its dimensions represented by (the conflict between work and life, mastery of work, intense passion for work, loss of pleasure and withdrawal symptoms).This comes as an attempt to find a solution to the study problem related to the level of workaholism and the extent to which it is affected by the behavior of the leader duplicity.

Key terms: Ambivalent leadership behaviors and Workaholism.
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Theories such as cognitive dissonance and equilibrium explain the leader's ambivalence behaviors as a negative trait unpopular with subordinates, which is manifested by both attraction and distaste for something. As the characteristic of ambivalent leadership behaviors appears through a feeling of confusion, imbalance, fear and loss of control, it is represented by having more than one direction for one subject (Harrist, 2006). Ambivalent leadership behaviors appears clearly in deep contradictory behaviors, while slight and superficial behaviors do not form the basis for this type of leadership. This means that the intensity in the leader's dual behavior is affected by the extent of his beliefs in the validity of his behaviors and his conviction in them despite their contradiction in two different directions (Pescosolido, 2002). It should be noted here that awareness of the duality in the leadership of the organization represents in itself a goal that

INTRODUCTION

The growth of the phenomenon of workaholism, which is relatively recent, appeared in the late sixties of the twentieth century by the world (It has been found that supervisors who are committed to achieving work-life balance can act as leaders who encourage subordinates to identify with them and internalize their beliefs and values A good work-life balance experience is a key factor in strong performance and high job satisfaction. The role of the supervisor in the organization is critical in ensuring a transparent, fair and legitimate decision-making process, which usually carries consequences for clients and other stakeholders. In such an environment of close supervision, the manager's attitudes and behaviors directly affect the worker's ability (Talukder&Galang, 2021).

THE CONCEPT OF AMBIVALENT LEADERSHIP BEHAVIORS

"a process that enhances quality at all levels of the organization by strengthening relationships within the organization, focusing on identifying and solving problems and helping to improve resource allocation."

b. Stressful Leader Behavior:

The past decade has seen significant academic and public interest in stressful supervision due to its increasing occurrence in the workplace as a dark leadership behavior, as stressful supervision captures "subordinates" perceptions of the extent to which supervisors engage in a persistent display of hostility. Verbal and nonverbal behaviors." Such aggressive behaviors include tantrums, public criticism, and inappropriate blaming. Arbitrary supervision incurs huge hidden costs to the organization in terms of increasing counterproductive work behaviors and decreasing organizational citizenship behaviors (Xu& Lam, 2015).

Abused subordinates rarely report or retaliate against superior supervisors because they depend on their supervisors for desirable resources, such as continued employment and advancement opportunities. To conserve their limited resources and ease their psychological distress, they tend to adopt an avoidance or passive coping strategy by distancing themselves from sources of stress (Tepper, 2007), notes Whitman et al. (2014) suggests that victims of abuse may engage in organizational tactics (i.e., attempts to preserve relationships by avoiding contact avoidance behaviors and reactions)any attempts to intentionally evade feedback from a supervisor; Hence, the worker fell silent, indicating workers' willful withholding of seemingly significant or critical information, ideas, questions, concerns, or opinions on issues related to their jobs and the organizations in which they work.

WORKAHOLISM CONCEPT

The term "workaholism" may lead to confusion or confusion with other terms as it may suggest a relationship with alcoholism, or is a term that has specific negative connotations and is associated with pathology. It must be emphasized that the definition of workaholism as proposed by (Oates (1971) has undergone significant changes, so theories and literature seek to analyze and explain. According to the situation without being aware or aware of this duplication and contradiction. The leader in such cases may struggle to preserve and preserve his thoughts, feelings and opinions despite their duality (Ashforth& Rogers, 2014).

THE DIMENSIONS OF THE AMBIVALENT LEADERSHIP BEHAVIORS

TheHerr et al. (2019) provides a model for determining the main dimensions of the leader's dualistic behavior, which consists of two dimensions:(The behavior of the supportive leader and the behavior of the stressful leader), and the following is an explanation of the content of each dimension:

a. Supportive Leader Behavior:

Supervision is an essential aspect of human resource management to provide a service that meets the needs of consumers, and he pointed out that supervision always plays an important role in the effective and successful performance of educational plans. The supervision is required to translate plans and programs into procedures and necessary to ensure that subordinates work in accordance with the organization's plans and policies. Training people to acquire a skill may not be difficult, but the problem always lies in the ability of the trainees to benefit from the skills appropriately and continuously, especially in the absence of guidance and support for these trainees (Adeyemo, 2017).

Supportive supervision has received widespread attention in a variety of different areas of research, including the areas of leadership, social support, and mentoring. Support refers to supportive supervisors "acting friendly and considerate, being patient and helpful, showing empathy and support when someone is upset or anxious, listening to complaints or problems, and looking out for the concerns of others (Paustian-UnderdahlShanock et al., 2013).While seeing (Kok&Vallières, 2018) supportive supervision includes "guiding and supporting personnel so that they can perform their duties effectively" Although most definitions of supervision include support, the importance of "supportive supervision" has recently been emphasized. Supportive supervision is described as

a. Work Perfiction

Proficiency means completing work on time without defects while adhering to its controls and development, or improving the production system to gain experience in performing work and its repetition. Its performance is designed to reduce the time it takes to produce a product or increase productivity, increase education and improve performance. The importance of mastery is reflected in the intangible or tangible things accumulated in the minds of workers with knowledge, experience and skills, and this importance lies in acquiring skilled labor that is not readily available because it requires preparation and development, referred to as Skilled workers are called “critical resources” because they are not readily available when they are needed, and failure to adopt this effective and well-trained component means wasted working capital and wasted costs, while the rewards gained through these capabilities are the organization of production. Therefore, the importance of efficiency lies in improving production efficiency and increasing production, and then achieving a reasonable increase in profits and contributing to economic development (Van Yperen et al., 2009).

b. Passion for Work:

Among the major challenges facing organizational leaders, none is as important and timely as the ability to motivate sustained high performance in employees. Despite the growing interest in perfection at work, organizational researchers have only recently begun to explore the role of perfection in key organizational phenomena. Meta-analytical evidence reveals that current economic and organizational environments contribute to the rise of a leader's work perfection in order to support worker productivity, a personality pattern indicating a tendency to strive for extremely high performance standards and to engage in harsh assessments directed against self and others (Goulet, 2021).

c. Conflict between Work and Life:

Work and life research has sought to explain conflict from multiple theoretical approaches, including boundary theory, compensation theory, ecosystem theory, social identity theory, and Malinowska&Tokarz (2014) have proposed three perspectives on this term, the first one being a continuation of the approach adopted by Oates which focuses mainly on compulsive and obsessive symptoms. However, it does not include all the characteristics of addiction described in the literature that has indicated that workaholism may include traits such as, self-imposed demands, compulsive excessive work, inability to regulate work habits, overwork to the exclusion of major life activities, and neglect of relationships. With family and friends. That is, this perspective adopts the view that workaholism has exclusively negative consequences for the affected working individual and his environment. The second perspective confirms the view that workaholism is a positive behavior, unlike other addictions, which have harmful effects. Accordingly, workaholism is defined as "dedication to work". There is a similar point of view, it sees workaholism as a manifestation of the internal need to work hard and for long hours, an activity from which the workaholic derives real pleasure, and thus the idea of workaholism can achieve an advantage for the organization if the work is modified in accordance with the value system of the working individual. From the third perspective, workaholism is seen as a "positive" or "negative" behavior, depending on the type of workaholic. Researchers who adopt this perspective call for the need to differentiate between a compulsive workaholic, a workaholic for perfection, and an achievement-oriented workaholic. The definitions of a compulsive workaholic and an idealized workaholic include a number of characteristics that are also attributed to addiction and obsessive-compulsive disorders, particularly in terms of trying to "reduce" or stop the addictive behavior altogether.

DIMENSIONS OF WORKAHOLISM

Aziz &Uhrich (2013) provided a model for determining the main dimensions of workaholism, which consists of five dimensions (workmanship, intense passion for work, work-life conflict, loss of pleasure and withdrawal symptoms), and the following is an explanation of the content of each of the five dimensions:

too many workers will be costly, in other words high turnover of workers (Ista& de Hoog, 2008).

Conclusions

If organizations can identifying, analyzing and managing the behaviors of its leaders, it will lead to the promotion of workaholismpositivewhich will be reflected in the development of administrative work and improving performance through the orientation of its employees to adopt practices that lead to the generation, application and promotion of ideas that contribute to their achievement of success.Positive workaholism can be seen as a motivating force that pushes workers to invest a great deal of time and energy in their work and to derive important results.as such affirmative action addiction is an intangible organizational asset similar to knowledge-based assets such as tacit knowledge. The lost most of the previous studies confirmed that positive workaholism contributes to achieving the organization's superiority by responding quickly to internal and external environmental changes, which are often characterized as accelerating and complex.Positive workaholism helps to develop the capabilities and capabilities necessary to enable the organization to survive, stability and growth in various circumstances, especially in times of crisis.

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extension theory. Nevertheless, role theory has provided the broad theoretical framework for much of the work-life conflict literature. Role theory posits that different life roles result from others' expectations and individual beliefs regarding appropriate behavior for a particular role: (eg, boss, co-worker, husband, and mother). Thus role theory suggests that areas of life entail multiple roles as there are many demands placed upon the individual, often resulting in conflict (eg, conflict between roles). Similarly, the resource depletion theory suggests that more resources (time, attention, and energy) spent in one role result in less available resources in the other. This theory also indicates that life spheres can be incompatible, resulting from different standards and requirements. Hence, increased role performance in one domain leads to decreased role performance in the other domain, hence, work-life conflict is generally defined as a form of inter-role conflict where role stresses from one domain (for example, work or family or life (Michel & Clark., 2013).

d. Loss of Pleasure:

Expressing people's emotional intelligence is an important factor in achieving success in organizational life as well as everyday life. The positive or negative feelings of employees can affect the organizational climate created by their relationship with each other in a positive or negative way. So the loss of pleasure in the workplace leads to negative behaviors that may weaken the organization such as unproductivity, stress, burnout, attacking, job leaving, etc. by affecting the organizational climate in a negative way (Von Leupoldt et al., 2008).

e. Withdrawal Symptoms:

With advances in technology, workers can more easily access new job opportunities, which makes them leave their jobs more quickly. Several factors influence workers to withdraw from their organizations; these include job dissatisfaction, harsh working conditions, anxiety, and health problems. The organization needs to investigate and identify the reasons why the workers are withdrawing from their jobs by the managers. Especially in large organizations, the withdrawal of

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