Deciphering the paradox: the role of organizational identification in workaholism versus burnout

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Abstract. This study explores the complex relationship between organizational identification, workaholism, and burnout. Organizational identification, denoting individuals' psychological connection to their workplace, significantly influences their work-related attitudes and behaviors. While it often correlates with workaholic tendencies characterized by excessive work engagement, it does not directly cause burnout - a state of emotional exhaustion due to chronic work-related stress. Utilizing a qualitative grounded theory approach, we conducted a comprehensive literature review using Scopus, analyzing 141 articles to identify the antecedents of workaholism, burnout, and organizational identification. Our findings reveal that organization-related factors, such as job demands, social support, job autonomy, and organizational culture, significantly impact both organizational identification and burnout. Conversely, workaholism is primarily driven by personal factors like perfectionism, low self-esteem, and family background. These insights suggest that fostering positive organizational factors can enhance organizational identification and mitigate burnout, while addressing personal factors is crucial in managing workaholism. This research contributes to the economic understanding by highlighting the role of organizational culture and job design in employee well-being, which can impact productivity and organizational performance. The study underscores the importance of developing interventions that balance organizational identification with healthy work habits to promote a resilient and productive workforce. Future research should focus on empirical tests to better understand the influence of organizational and personal factors on these constructs, paving the way for more effective strategies to foster employee well-being.

Key words: burnout, organizational identification, workaholism, stress.

INTRODUCTION

Organizational identification, denoting the depth of individuals' sense of belonging and connection to their workplace, profoundly influences work-related attitudes and behaviors (Ashforth & Mael, 2024). Despite its positive impacts, organizational identification often correlates with workaholic tendencies and varying burnout levels, presenting a paradox that this study aims to unravel. Strong organizational identification often correlates with workaholic tendencies, wherein individuals may feel compelled to

overwork to fulfill job demands and contribute to organizational success (Mazzetti et al., 2023). This association between organizational identification and workaholism has been substantiated by Avanzi et al. (2012), who uncovered a curvilinear relationship suggesting that both low and high levels of identification may lead to heightened workaholic behavior compared to moderate levels.

Workaholism is positively associated with burnout as individuals driven by excessive work demands may experience higher levels of stress and exhaustion (Schaufeli et al., 2009; Schaufeli & Taris, 2014; Clark et al., 2016). However, while organizational identification may indirectly mitigate burnout by fostering job satisfaction and social support (Lee & Ashforth, 1996; Halbesleben & Buckley, 2004; Van den Broeck et al., 2008), it does not directly cause burnout (Caprar et al., 2022).

While strong organizational identification can encourage workaholic tendencies, it may also offer social-psychological resources, such as a sense of support and purpose, that can mitigate the potential for burnout (Geidelina-Lugovska & Cekuls, 2023). Understanding and addressing the factors that influence the interplay between workaholism and burnout, particularly under conditions of heightened organizational identification, is critical to fostering healthier workplace environments.

In essence, organizational identification plays a dual role in shaping employee behavior and well-being. It may predispose individuals to excessive work behaviors while simultaneously providing buffers against the negative effects of such tendencies, making the relationship between organizational identification and burnout inherently complex.

Despite substantial research on organizational identification, workaholism, and burnout, the mechanisms underlying their interrelations remain poorly understood. Recent studies (Caprar et al., 2022; Mazzetti et al., 2023) have emphasized the importance of understanding the interplay between these constructs and identifying strategies to alleviate the adverse effects of workaholism on burnout, which are critical for promoting a healthy and productive work environment.

This study seeks to address the gap identified by Caprar et al. (2022) regarding the paradoxical nature of organizational identification's outcomes. Specifically, it examines why high organizational identification fosters workaholism but does not consistently lead to burnout. By employing a comprehensive content analysis of peer-reviewed literature, this research aims to identify antecedents of workaholism, burnout, and organizational identification, offering insights into their complex dynamics. The findings will contribute to the development of organizational strategies that balance employee dedication with well-being, mitigating the risks of workaholism and burnout.

MATERIALS AND METHODS

This section outlines the methodological approach employed to systematically analyze the antecedents of workaholism, burnout, and organizational identification using content analysis. The process was designed to ensure comprehensive coverage and reliability in capturing relevant scholarly insights.

Methodological Framework:
- Approach: Qualitative grounded theory.
- Sampling: Theoretical sampling.

- Data Source: Scopus database.
- Coding: Open and axial coding.
- Validation: Intercoder reliability and peer debriefing.

A qualitative research design was employed to identify a gap in the existing scientific literature concerning this relationship. Grounded theory was deemed the most appropriate approach, facilitating the derivation of theory directly from the data through an inductive process. This method offers several advantages, such as the ability to collect rich, detailed data that provides deep insights into complex phenomena (Patton, 2014). Additionally, qualitative methods are inherently flexible and adaptable, allowing researchers to adjust their approach in response to emerging findings (Denzin & Lincoln, 2011).

Grounded theory focuses on developing a theory that emerges systematically from the collected and analyzed data (Glaser & Strauss, 1967; Charmaz, 2006). The research commenced with theoretical sampling, ensuring that data collection and analysis were iterative and informed by the evolving framework. To perform content analysis, a scientific article search was conducted using Elsevier's Scopus database, chosen for its comprehensive collection of resources and recognition as the most extensive repository of peer-reviewed literature (Mongeon & Paul-Hus, 2016; Jagtap, 2019). Considering an 84% overlap in search results between Scopus and Web of Science, Scopus was selected as the preferred option for this investigation (Gavel & Iselid, 2008). Initially, relevant articles were identified using a range of keywords.

The criteria used for the inclusion of studies in the review were:
- The paper is based on empirical data or a literature review.
- The paper discusses the antecedents of workaholism/burnout/organizational identification.
- Published journal or conference papers only (not editorials, book chapters, theoretical papers, etc.).
- Published in the English language.

The search was performed within abstracts, titles, and keywords.

Given that the meanings and interpretations of terms can evolve over time, and considering ongoing debates surrounding the application of content analysis, a pivotal question arises as to whether the analysis should be limited to manifest content - clearly observable and measurable elements – or whether it should also encompass latent content that captures deeper, underlying meanings. In the latter case, the analytical approach delves into an interpretive examination of the tangible data's symbolic significance.

The optimal resolution to the dilemma concerning the choice between manifest and latent content involves advocating for a dual approach, incorporating both whenever feasible. In this context, each content unit undergoes parallel scrutiny through both methods, contingent upon the condition that the coding procedures (discussed subsequently) for both manifest and latent content demonstrate reasonable validity and reliability. Consequently, the decision was made to employ manifest and latent coding, as researchers are compelled to comprehend documents' literal and latent meanings.

To achieve the primary objective of content analysis, three distinct research projects were conducted:

1. Identifying the antecedents of workaholism

The first research project was performed to identify the antecedents of workaholism. By employing the keywords 'workaholism' AND 'antecedents', 72 documents were retrieved from Elsevier's Scopus database. The search period was not constrained; however, upon closer examination, it was determined that as of 2014, the antecedents of workaholism remained unclear, with a limited empirical foundation for the proposed antecedents (Andreassen, 2014). This observation was substantiated by Mazzetti, Schaufeli, and Guglielmi, who noted the 'ongoing conceptualization of workaholism' in the same year. Additionally, an analysis of search results in Elsevier's Scopus database, using the specified keywords, revealed that 2014 was a pivotal year for workaholism antecedents research, signaling an upsurge in studies on this topic post-2014.

The refined search yielded 49 results, spanning from 2014 to December 2023. The articles underwent analysis and screening based on predetermined inclusion criteria. Following a meticulous review of titles and abstracts to ascertain each paper's scope and considering those meeting the inclusion criteria, 20 articles were chosen for further in-depth investigations. Additionally, eleven articles were identified through a thorough reference search.

2. Exploring the antecedents of burnout

The second research project was performed to identify the antecedents of burnout. By employing the keywords 'burnout' AND 'antecedents', 573 documents were retrieved from Elsevier's Scopus database in January 2024. The search period was not restricted. Upon analyzing the search results, it became evident that research on antecedents of burnout experienced a notable surge in 2009, contributing to a total of 485 research articles between 2009 and 2024.

However, after a more thorough investigation, it became apparent that many research articles are related to different types of burnouts, extending beyond the organizational context (e.g., parental burnout, athlete burnout, etc.). Consequently, a decision was made to apply a filter and restrict the subject area to Business, Management, and Accounting, as well as Social Sciences, resulting in 220 documents found from 2009-2024. The articles underwent rigorous analysis and screening, adhering to predetermined inclusion criteria. After a meticulous review of titles and abstracts to delineate each paper's scope and subsequent selection based on meeting the inclusion criteria, 54 articles were chosen for subsequent in-depth investigations. Furthermore, an additional sixteen articles were identified through a comprehensive reference search.

3. Identifying the antecedents of organizational identification

The third research project was executed to discern the antecedents influencing organizational identification. A systematic query using the conjunction of the keywords 'organizational identification' AND 'antecedents' was conducted, retrieving 172 documents from Elsevier's Scopus database in January 2024. The temporal scope of the search was not delimited, encompassing findings from 1992 to 2024; given the specialized nature of research concerning organizational identification, a comprehensive approach was adopted, encompassing all accessible resources for an exhaustive inquiry.

All identified resources underwent stringent scrutiny and screening procedures, aligning with pre-established inclusion criteria. A meticulous evaluation of titles and abstracts was undertaken to delineate the thematic scope of each paper. After this preliminary assessment, articles were selected based on their alignment with the inclusion criteria, identifying 38 pertinent articles for subsequent in-depth analysis. Furthermore, two additional articles were discovered by examining references in the selected literature.

After determining the theoretical sampling, the open coding stage commenced. During this phase, the text was segmented into individual excerpts to identify antecedents of organizational identification, workaholism, and burnout. These codes were organized into broader categories in the subsequent axial coding stage. For instance, expressions such as 'High job demands, such as long working hours, tight deadlines, and heavy workloads, can increase the risk of workaholism and burnout' (Molino et al., 2016) and 'High workload is a common antecedent of burnout, especially in jobs that require long hours, tight deadlines, and high pressure to perform' (Maslach et al., 2001) were initially coded as 'workload' and 'job demands' during open coding. These were later consolidated into the 'Workload/Job demands' category during axial coding. Similarly, phrases like 'The culture of an organization can have a significant impact on the well-being and identification of its employees' (Nishii & Mayer, 2009) and 'A positive organizational culture that values work-life balance and employee well-being can decrease workaholism and burnout and increase organizational identification' (Schaufeli et al., 2008a) were coded as 'organizational culture' in the open coding stage and retained as the same category name in the axial coding stage.

The coding process continued until theoretical saturation was achieved. To enhance the study's validity and reliability, two key measures were implemented. First, an intercoder reliability process ensured internal validity by verifying consistent interpretation of codes over time or among different researchers. As Richards (2009) explains, intercoder reliability 'ensures that you are reliably interpreting a code in the same way across time, or that you can rely on your colleagues to use it in the same way'. Second, a peer debriefing process was employed to identify and address potential biases and assumptions within the research.

Following the axial coding stage, 7 categories were identified for the first search, which utilized the keywords 'workaholism' AND 'antecedents', 11 categories emerged for the second search, using the keywords 'burnout' AND 'antecedents', and 11 categories for the third search with keywords 'organizational identification' AND 'antecedents'. These identified categories formed the basis for further analysis.

RESULTS AND DISCUSSION

Qualitative content analysis, specifically frequency analysis, was performed to discern antecedents associated with workaholism, burnout, and organizational identification. Fig. 1 illustrates the research-specific approach for conducting content analysis. After identifying valuable resources and screening procedures, 141 sources were selected for thorough analysis.
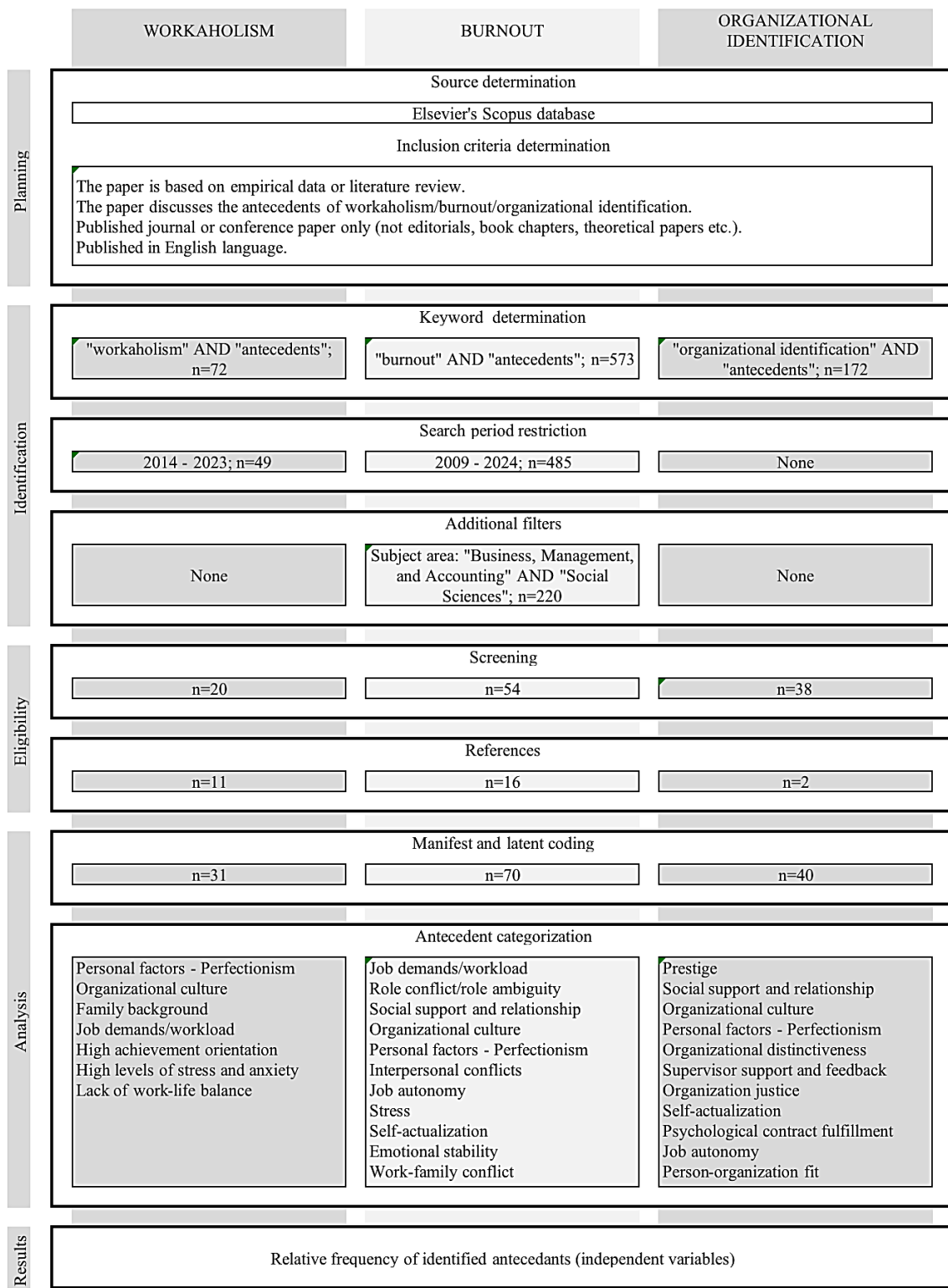
WORKAHOLISM	BURNOUT	ORGANIZATIONAL IDENTIFICATION

Planning

Source determination

Elsevier's Scopus database

Inclusion criteria determination

The paper is based on empirical data or literature review.
The paper discusses the antecedents of workaholism/burnout/organizational identification.
Published journal or conference paper only (not editorials, book chapters, theoretical papers etc.).
Published in English language.

Identification

Keyword determination

"workaholism" AND "antecedents"; n=72	"burnout" AND "antecedents"; n=573	"organizational identification" AND "antecedents"; n=172

Search period restriction

2014 - 2023; n=49	2009 - 2024; n=485	None

Additional filters

None	Subject area: "Business, Management, and Accounting" AND "Social Sciences"; n=220	None

Eligibility

Screening

n=20	n=54	n=38

References

n=11	n=16	n=2

Analysis

Manifest and latent coding

n=31	n=70	n=40

Antecedent categorization

Personal factors - Perfectionism	Job demands/workload	Prestige
Organizational culture	Role conflict/role ambiguity	Social support and relationship
Family background	Social support and relationship	Organizational culture
Job demands/workload	Organizational culture	Personal factors - Perfectionism
High achievement orientation	Personal factors - Perfectionism	Organizational distinctiveness
High levels of stress and anxiety	Interpersonal conflicts	Supervisor support and feedback
Lack of work-life balance	Job autonomy	Organization justice
	Stress	Self-actualization
	Self-actualization	Psychological contract fulfillment
	Emotional stability	Job autonomy
	Work-family conflict	Person-organization fit

Results

Relative frequency of identified antecedants (independent variables)

Figure 1. Research-specific approach for conducting content analysis.
Source: Authors' construct, based on performed content analysis, 2024.

Antecedents of workaholism

31 scientific research papers were deemed eligible for a thorough analysis to identify antecedents of workaholism. Fig. 2 shows the relative frequency of the identified antecedents of workaholism.
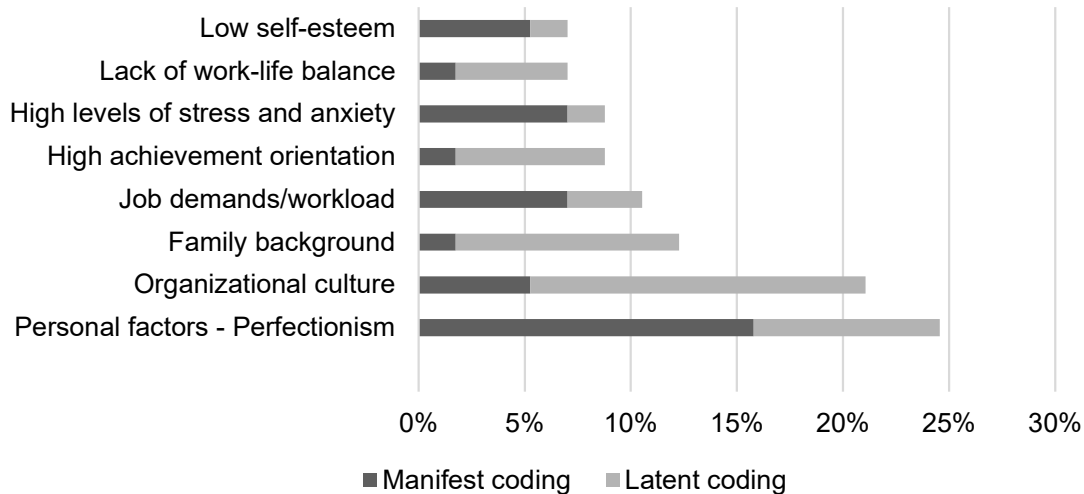

Figure 2. Relative frequency of the identified independent variables - antecedents of workaholism. Source: Author's construct, based on performed content analysis, 2024.

Perfectionism, defined by an unwavering pursuit of flawlessness and an aversion to delegating tasks, emerges as a salient antecedent of workaholism (Shimazu et al., 2015). Individuals exhibiting perfectionist traits are predisposed to engaging in excessive work behaviors driven by the relentless pursuit of perfection (Clark et al., 2016). The convergence of perfectionism with high achievement orientation, characterized by ambitious goal-setting and a fervent commitment to surpassing them, further fuels workaholic tendencies (Mudrack & Naughton, 2001).

Empirical evidence underscores the predictive role of perfectionism in developing workaholism over time (Molinaro et al., 2022). Personality factors associated with achievement motivation contribute significantly to the manifestation of perfectionism-driven workaholism (Mazzetti et al., 2014; Aziz & Moyer, 2018). Notably, the interplay between perfectionism and workload predicts workaholism among managerial personnel (Girardi et al., 2018).

Organizational culture profoundly influences workaholism, with environments emphasizing prolonged working hours and constant availability fostering a culture of overwork (Shimazu et al., 2014). Competitive work environments, where success is equated with long hours and relentless dedication, promote workaholic behaviors among employees (Akutsu et al., 2022).

Structural equation modeling studies reveal a robust association between workload, cognitive demands, emotional demands, and customer-related social stressors with workaholism (Molino et al., 2016). Conversely, organizations prioritizing employee well-being and work-life balance actively discourage workaholic tendencies (Van der Hulst & Geurts, 2001).

Family background shapes workaholic tendencies, particularly in environments where hard work is esteemed and rewarded (Robinson, 1998). Individuals raised in such families internalize the belief that relentless endeavor is imperative for success, thus fostering a predisposition towards workaholism (Xu et al., 2023).

Positive reinforcements during childhood, where hard work is linked to recognition and success, establish a pattern of workaholism that may persist into professional life (Xu et al., 2023). Moreover, the high dependency ratio within familial dynamics contributes to workaholism, as individuals strive to uphold socially endorsed work practices and avoid perceptions of indolence (Adongo et al., 2024).

Workload, encompassing the volume and intensity of tasks, is a significant antecedent to workaholism (Tziner et al., 2019). Higher workloads, particularly when coupled with emotionally or cognitively taxing job requirements, heighten the propensity for workaholic behaviors (Morkevičiūtė et al., 2021). Organizational climates characterized by overwork normalize excessive workloads, perpetuating workaholic tendencies among employees (Akutsu et al., 2022).

The lack of work-life balance exacerbates workaholism, as individuals prioritize professional obligations over personal leisure and relationships (Andreassen, 2014). This imbalance, often perpetuated by societal expectations and organizational cultures, fosters a cycle of excessive work engagement and neglect of personal well-being (Clark et al., 2016).

Antecedents of burnout

70 scientific research papers were deemed eligible for a thorough analysis to identify antecedents of burnout. Fig. 3 shows the relative frequency of the identified antecedents of burnout.
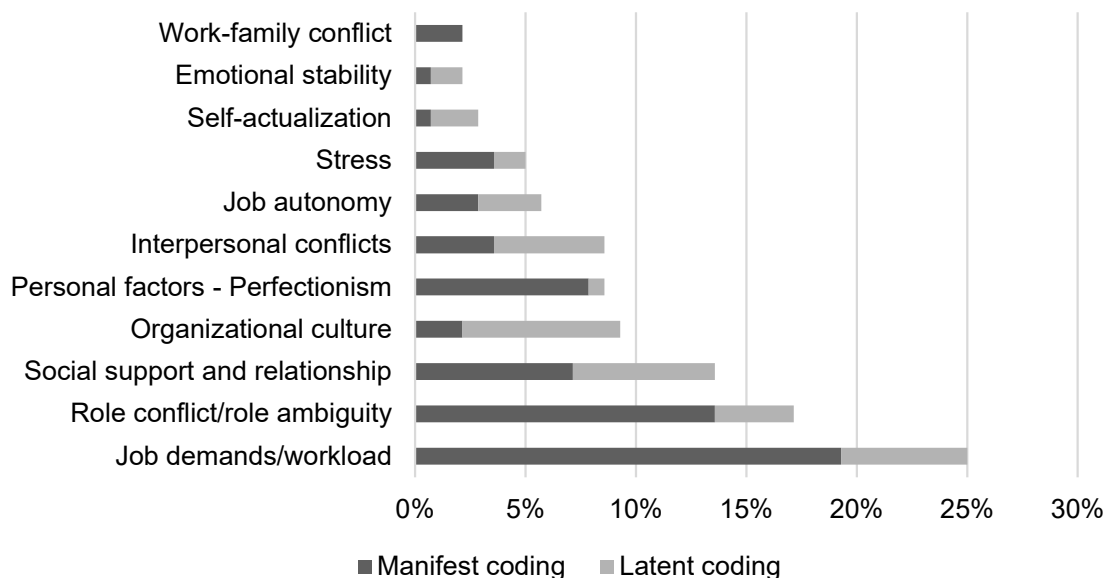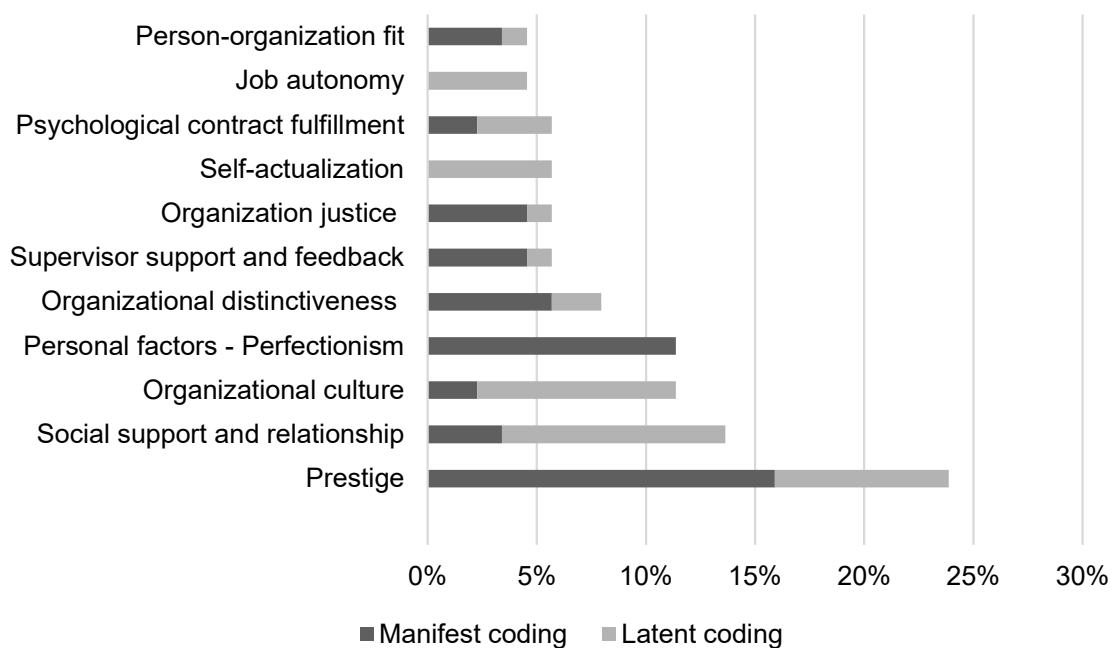
Figure 3. Relative frequency of the identified independent variables - antecedents of burnout.
Source: Author's construct, based on performed content analysis, 2024.

High workload and excessive job demands are primary contributors to burnout. The research underscores the detrimental effects of prolonged exposure to heavy workloads, tight deadlines, and constant pressure, leading to diminished job satisfaction and increased stress levels (Maslach et al., 2001). Adebusuyi (2023) highlighted a direct link between job overload and burnout among police officers, emphasizing the need for effective workload management strategies to mitigate burnout risk.

Unclear roles and conflicting expectations within the workplace contribute to stress and anxiety, exacerbating burnout risk. Role conflict and ambiguity lead to emotional strain and decreased job satisfaction (Lee & Ashforth, 1996; Adebusuyi, 2023). Asfahani's (2023) study on Jordanian teachers further corroborated the detrimental effects of role conflict on burnout levels, emphasizing the importance of role clarity in preventing burnout.

Strong social support networks and positive interpersonal relationships serve as protective factors against burnout. Employees who feel supported by colleagues and supervisors are better equipped to cope with stress and adversity, reducing burnout vulnerability (Szigeti et al., 2023). Conversely, interpersonal conflicts and lack of support exacerbate burnout risk (Ayachit & Chandra, 2023). Fostering a supportive work culture and providing resources for conflict resolution are essential for mitigating burnout risk.

Organizational culture significantly influences burnout outcomes. Cultures prioritizing employee well-being and open communication tend to have lower burnout rates (Bakker & Leiter, 2017). Conversely, toxic work cultures characterized by excessive competition and punitive management practices contribute to burnout and turnover (Bakker et al., 2023). Creating a positive work environment that values employee engagement and recognizes achievements is crucial for preventing burnout.

Individual characteristics, such as perfectionism, play a role in burnout susceptibility. Perfectionistic tendencies increase the risk of burnout by fostering unrealistic expectations and self-imposed pressure (Stoeber & Gaudreau, 2017). Promoting self-awareness and supporting perfectionists can help mitigate the burnout risk associated with this trait.

Conflict within the workplace disrupts workflow and contributes to burnout by creating emotional strain (Szigeti et al., 2023). Addressing interpersonal conflicts through effective communication and conflict resolution training is essential for preventing burnout and promoting positive work relationships.

Job autonomy is a crucial determinant of burnout risk. High levels of autonomy empower employees and foster job satisfaction, while micromanagement increases burnout vulnerability (Bakker & Costa, 2014). Providing opportunities for autonomy and trusting employees to manage their work effectively are key strategies for reducing burnout risk.

Chronic stress depletes emotional and physical resources, leading to burnout (Maslach et al., 2001). Work-related stressors trigger the body's stress response and impair coping mechanisms (Bakker et al., 2023). Implementing stress management programs and promoting work-life balance are essential for mitigating burnout risk.

Self-actualization protects against burnout by promoting engagement and resilience (Deci & Ryan, 2000). Providing opportunities for personal growth and purposeful work can help prevent burnout.

Individual differences in emotional stability influence burnout susceptibility (Bakker et al., 2023). Emotional stability buffers against burnout by promoting adaptive coping strategies (Bakker et al., 2023).

Balancing work and family responsibilities is a significant source of stress (Bakker & Demerouti, 2017). Mitigating work-family conflict through flexible work arrangements and support programs is essential for preventing burnout.

Antecedents of organizational identification

40 scientific research papers were deemed eligible for a thorough analysis to identify antecedents of organizational identification. Fig. 4 shows the relative frequency of the identified antecedents of organizational identification.

Figure 4. Relative frequency of the identified independent variables - antecedents of organizational identification.

Source: Author's construct, based on performed content analysis, 2024.

Organizational prestige, reflecting perceived status and success, significantly influences organizational identification. Employees gravitate towards organizations perceived as prestigious, fostering a sense of pride and attachment (Mael & Ashforth, 1992). Studies affirm a positive correlation between organizational prestige and stronger organizational identification (Vora et al., 2005).

Organizational distinctiveness, manifested through perceived prestige and distinct characteristics, fosters a sense of loyalty and pride among members, enhancing organizational identification (Tsui & Ngo, 2015). Fairness in organizational processes enhances organizational identification (Bergami & Morandin, 2019). Meaningful work and participation in decision-making contribute to organizational identification (Fuller et al., 2006; Hwang & Jang, 2020). Granting employees autonomy enhances organizational identification (Chawla & Srivastava, 2016).

Positive interactions and perceived support within the workplace foster a sense of belonging and organizational identification (He & Brown, 2013; Bakker & Demerouti, 2017). Employees who feel acknowledged by their supervisors exhibit heightened organizational identification, enabling them to navigate work demands with resilience (Halbesleben et al., 2004). Supportive relationships between supervisors and employees bolster organizational allegiance and commitment (Kazmi & Javaid, 2022). Meeting employees' expectations fosters stronger identification with the organization (Zhu et al., 2017).

Organizational cultures emphasizing employee well-being and work-life balance cultivate stronger organizational identification (Schaufeli et al., 2008b; Nishii & Mayer, 2009). Organizations can bolster employee engagement and performance by fostering a positive culture while mitigating burnout risk.

Individual characteristics, including the need for affiliation and organizational self-esteem, shape organizational identification (Güleryüz & Aydın, 2015). Perceptions of organizational attributes, such as attractiveness and prestige, further influence identification with the organization (He & Brown, 2013). Aligning individual values and organizational environment fosters organizational identification (Güleryüz & Aydın, 2015).

Various factors, including value congruence, psychological ownership, and intrarole conflict, contribute to organizational identification (Jones & Volpe, 2011; Bergami & Bagozzi, 2000).

The interplay between organizational identification, workaholism, and burnout
In the intricate landscape of organizational psychology, the antecedents of workaholism, burnout, and organizational identification collectively shape employee well-being, commitment, and performance. Understanding the interplay of various factors at the individual, interpersonal, and organizational levels is essential for fostering a holistic approach to workplace health and productivity.

Organizational culture plays a pivotal role in shaping all three constructs: workaholism, burnout, and organizational identification. Cultures emphasizing long working hours or neglecting work-life balance are significant predictors of burnout (Halbesleben & Buckley, 2004; Demerouti et al., 2021). Conversely, cultures that prioritize work-life balance are associated with enhanced organizational identification, which can influence both workaholism and burnout (Schaufeli et al., 2008b; Nishii & Mayer, 2009).

Organizational identification, critical for fostering employee allegiance, is shaped by several factors. Social support and relationships with colleagues and supervisors play a key role in cultivating positive organizational connections (George & Chattopadhyay,

2005; He & Brown, 2013). Elements such as supervisor support, feedback, organizational justice, person-organization fit, psychological contract fulfillment, and overall satisfaction with the organization collectively contribute to shaping organizational identification (Olkkonen & Lipponen, 2006; Edwards & Peccei, 2010; He & Brown, 2013; Chawla et al., 2016; Hwang & Jang, 2020). These factors underscore the intricate relationship between individuals and their organizations.

Job-related characteristics - including job involvement, task identity, autonomy, and job demands - highlight the nuanced relationship between work-related factors and organizational identification (Katrinli et al., 2009; Molino et al., 2016). High job demands, such as heavy workloads, tight deadlines, and challenging responsibilities, are well-documented contributors to burnout, which is characterized by emotional and physical exhaustion (Maslach et al., 2001; Shimazu et al., 2010). In contrast, job autonomy serves as a protective factor, reducing burnout risk by enhancing perceived control over work (Maslach et al., 2001; Bakker & Costa, 2014). However, unclear roles, interpersonal conflicts, and inadequate social support exacerbate burnout risks (Eisenberger et al., 1986; Halbesleben & Buckley, 2004; Maslach & Leiter, 2008).

Workaholism often stems from a lack of work-life balance, driven by the relentless pursuit of professional achievement. Conflicts between work and family responsibilities further amplify burnout risks for workaholics (Andreassen et al., 2010; Clark et al., 2016). Family background and workload also contribute to the complex nature of workaholism (Robinson, 1998; Shimazu et al., 2015; Morkevičiūtė et al., 2021). Psychological factors, such as low self-esteem, can drive excessive work as individuals seek validation through professional success (Machlowitz, 1980; Xu et al., 2023). Coping mechanisms, such as using work to manage stress and anxiety, further illustrate the intricate connection between emotional well-being and workaholism (Shimazu et al., 2010). High achievement orientation, marked by ambitious goals and perfectionism, fuels workaholic behaviors (Mudrack, 2004; Adongo et al., 2024). Perfectionism, in particular, is a prominent antecedent, pushing individuals toward excessive work in pursuit of flawlessness (Shimazu et al., 2015; Clark et al., 2016).

Similarly, personal factors such as high anxiety levels, perfectionism, and neglect of personal well-being exacerbate burnout risks (Bianchi et al., 2015; Schonfeld & Bianchi, 2016). Personality traits, including agreeableness, neuroticism, and the need for affiliation, also influence organizational identification, further contributing to the complex interplay between personal and organizational factors (Andreassen et al., 2010; He & Brown, 2013).

Fig. 5 shows the identified antecedents of workaholism, burnout, and organizational identification discovered through the content analysis.

The findings reveal that organizational factors - including job demands, social support, job autonomy, and organizational culture - significantly influence both organizational identification and burnout. For managers and organizational leaders, fostering a supportive work environment that balances job demands with adequate social support and autonomy is crucial. Such practices can mitigate burnout risks while promoting healthy organizational identification. Encouraging these organization-related factors can enhance employee commitment while lowering burnout risks. In contrast,

workaholism appears primarily driven by personal factors such as perfectionism, low self-esteem, and family background. Consequently, higher levels of organizational identification are more closely linked to workaholism than burnout.

To address these dynamics, organizations should implement policies that promote work-life balance, such as flexible work hours and employee wellness programs. Training programs aimed at improving supervisors' abilities to provide constructive feedback and support can further strengthen organizational identification while reducing burnout risks. These strategies can create a healthier, more productive workplace that supports employee well-being and fosters sustainable organizational success.

ANTECENDENTS OF WORKAHOLISM	ANTECENDENTS OF BURNOUT	ANTECENDENTS OF ORGANIZATIONAL IDENTIFICATION
Organizational culture		
Personal factors - Perfectionism		
Workload/Job demands		Prestige
High achievement orientation	Social support	
High levels of stress and anxiety	Job autonomy	
Lack of work-life balance	Self-actualization	
Low self-esteem	Interpersonal conflicts	Supervisor support and feedback
Family background	Stress	Organizational justice
	Work-family conflict	Person-organization fit
	Role conflict/Role ambiguity	Psychological contract fulfillment
	Emotional stability	Organizational distinctiveness

Figure 5. Identified antecedents of workaholism, burnout, and organizational identification.
Source: Author's construct, based on performed content analysis, 2024.

This article contributes a novel perspective to the existing body of scientific literature, thereby paving the way for further exploration into the intricate relationship between organizational identification, workaholism, and burnout.

In summary, recognizing and strategically addressing these diverse antecedents are paramount for organizational leaders and practitioners to create interventions and strategies that foster a positive organizational identity while addressing challenges posed by specific factors. A holistic approach to employee well-being, work-life balance, and organizational commitment is essential for cultivating a thriving and resilient workplace.

CONCLUSIONS

This analysis underscores the complexity of factors influencing workaholism, burnout, and organizational identification. Recognizing these factors is essential for developing interventions that foster a positive organizational identity while addressing the challenges posed by specific antecedents. Future research should explore empirical tests to better understand the influence of organizational and personal factors on these constructs, paving the way for more effective strategies to foster employee well-being and organizational performance.

This study exclusively relied on the Scopus database, which, while comprehensive, may have led to the omission of relevant literature available in other sources. As a result, potential insights from platforms such as Web of Science, Google Scholar, PsycINFO, and ProQuest may not have been captured. Additionally, the selection of articles may be subject to inherent biases despite the established inclusion criteria. Future research should aim to incorporate a broader and more diverse range of databases and include empirical data to validate and extend the current findings. Adopting a more integrative and multifaceted research approach will further enhance the generalizability and depth of understanding regarding the interplay between organizational identification, workaholism, and burnout.

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