

## The workaholism-cohesion nexus: How organizational persistence redefines the relation?

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### Abstract

This study explores the relationship between workaholism and organizational cohesion, and whether organizational persistence acts as a moderator. While workaholism often disrupts team dynamics and causes emotional exhaustion, organizational cohesion—defined as mutual trust and collaboration—is vital for performance. This research examines how organizational persistence (the ability to maintain core values while remaining environmentally flexible) alters this dynamic. Data were collected via a quantitative survey from 391 academic staff members at the University of Kufa and analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM). The findings reveal a significant negative correlation between workaholism and organizational cohesion, confirming that excessive work intensity damages team spirit. However, organizational persistence significantly dampened this negative effect. These results demonstrate that organizations with high adaptive capacity, supportive leadership, and robust structures are better equipped to mitigate the disruptive impacts of workaholism. To sustain long-term effectiveness without sacrificing employee well-being, organizations must cultivate a shared ethos of flexibility, support, and balanced commitment.

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### 1. Introduction

In the current world today, in fast and highly sustainable organizational environments, there is a rising interest in understanding the consequences of WFC on relationships at the workplace. Workaholism is one of these behaviors and has been defined as the obsessive and compulsive desire to work, work long hours, or work more than is reasonably expected or required of an individual [1]. Despite the studies that have reported that workaholics may possess a very high degree of commitment and perseverance, several publications have started highlighting the adverse issues that follow the actions of the said individuals, particularly in terms of interpersonal relationships, psychological wellness, and team efficiency [2, 3]. Among the primary issues that can be raised in connection with workaholism is that it may have a detrimental effect on organizational integration. Cohesion refers to the kinship of unity, trust, and belonging of members in a group or an



organization [4, 5]. Collaboration, communication, and group performance are imperative [6]. Nevertheless, when people are displaying workaholic tendencies, they can unknowingly add imbalances to teams, like emotional exhaustion, perceived unfairness, and even social issues, that wear away at that sense of trust and teamwork that's needed for cohesive organizations. This gives rise to a related question -is it organizational persistence that acts as a moderator and mitigates the negative effects of workaholism on the organizational glue? Organizational persistence is the ability of an organization to stay assertive in its mission, values, and identity in the process of sustaining its operations even when the dynamics of its resources, identity politics, and purposes have a turbulent pattern both internally and externally [7, 8].

Organizations that can endure over time possess competent leaders, an appropriate allocation of resources, flexible yet organized routines, and a culture of continual learning and innovation [9, 10]. This perspective also suggests how persistence in an organization could present a structural and cultural means through which to mitigate the negative impacts associated with workaholism on an organization. For instance, organizations with clearly defined boundaries and an equitable allocation of work, as well as supportive norms for how individuals interact with one another, are likely to manage the degree to which there is tension associated with extremely high levels of individual engagement in work more effectively. Furthermore, organizations with greater cumulative experiences tend to form shared values and belongingness, which have been shown to enhance feelings of belonging and equity, which in turn can further enhance group cohesion even though there may be high-performing but potentially disunifying behaviors present.

As such, the organization's learning point of view has concluded that long-term organizations have systems in place to create space and opportunities for reflection, feedback, and adaptive behaviors. These systems may serve as a mechanism through which to recognize early indicators of workaholism and the stress associated with it, as well as to provide for early intervention prior to these inherently damaging forces having a negative effect on team cohesiveness. In this light, the dynamic capabilities point of view asserts that organizations with high levels of adaptive capacity will have a greater tendency to re-design their structures and operations to achieve both high levels of performance as well as healthy work-related relationships [11]. It involves continuous adapting, recovering, and the capability of keeping a big heart in a changing environment.

Our results contribute to the literature, as they expand the scope of the discussion about the personal implications of workaholism to the larger implications at the organizational level. It specifically looks at the impact of workaholism on the level of cohesion at the firm level and whether and how organizational persistence can have a moderating effect on this relationship. In this manner, the current study aims to bring fresh insights into the issue of how companies may continue to deliver high-quality performance without compromising the harmony of the team and the well-being of its staff. Unlike the long-standing tendency of considering workaholism as a negative or organizational persistence as merely a characteristic of successful firms, this paper will consider workaholism as a related phenomenon to organizational persistence, statistical artefacts, and similar underlying organizational processes, leadership, and cultural dynamics. Lastly, the redefinition of the workaholism-cohesion relationship within the scope of organizational persistence also has significant implications in regard to how human capital can be managed in a manner that provides a balance between productivity and sustainability.

## **2. Workaholism – a contemporary organizational**

Organizational scholars have discussed the phenomenon of workaholism as a significant dynamic of the modern-day working life, especially over the last few years [12, 13]. The growing interest in the problem departs from the changing work context, where technological innovations, unclear work-family boundaries, and increased performance demands led to an increase in unhealthy job behaviors. Workaholism, as the continued and uncontrollable urge to overwork, has been not only found to be a behavior, but also a complex psychological and organizational phenomenon with significant implications on the well-being of the individual and organizational performance [1,2]. Unlike high work engagement or commitment, workaholism has been found

to have a negative relationship with burnout, emotional exhaustion, and bad work-life balance [3, 4]. It is more an inner pull than an outer push - the feeling of a duty or distress when they are not working.

This difference renders workaholism a unique phenomenon that ought to be determined and quantified. Some authors have tried to distinguish between 'types' of workaholics in terms of motives and behaviors. For example, Spence and Robbins [14] name three subtypes: compulsive workaholic, perfectionist workaholic, and achievement-oriented workaholic, each having distinct psychological determinants and outcomes [14]. Workaholism has a theoretical framework that is founded on a number of theoretical orientations, which include the addiction theory, personality trait theory, cognitive theory, and social exchange theory [15, 16].

From the perspective of addiction theory, workaholism is considered to be a behavioral addiction with similarities to psychological and social compulsive behaviors, such as overeating, alcohol misuse, and pathological gambling, all of which aim to produce pleasure (by way of various motivating factors) on a short-term basis, to obstruct long-term negative feelings or circumstances. The personality-based theories have the advantage that certain personality attributes (e.g., perfectionism, conscientiousness, and type-A behavior) are strongly linked with workaholism [3].

Mentally, according to Lapierre, the individual may create irrational ideas of the amount of effort one has to put in to succeed or feel worthy as an individual. Similarly, the social exchange theory emphasizes the role of organizational practices (e.g., reward systems, cultural norms) in either perpetuating or discouraging workaholic tendencies through obligational expectations between the organization and its employees [12]. Even though workaholism may be effective in the short term, in the long term it murders both at the individual and the company level. On the personal level, it is linked to mental illnesses, physical exhaustion, and poor interpersonal relationships [2]. Some reports in the literature at the organizational level indicate that workaholics might be the source of high task performance, but others caution that they might cause inequity, low team cohesion, and a culture of unsustainable working practices [17, 18].

Moreover, the increasing popularity of telecommuting, digital connectedness, and performance tracking complicates the process of measuring the traditional nature of workaholism in contemporary organizations. The blurring of spatial and temporal boundaries has also brought about confusion about what is a healthy commitment and what is unhealthy overwork, as discussed in the future-of-work literature [19]. It is not yet known in depth how workaholism interacts with the constructs of job crafting, employee resilience, and organizational persistence, and thus, more studies on antecedents and present implications in the changing working conditions are needed [9, 20].

This discussion opens the door to further investigation pertaining to the degree to which workaholism is related to important organizational processes, i.e., organizational cohesion and longevity. Understanding these relationships is essential in coming up with strategies for maintaining performance without compromising employee well-being or group unity. The re-conceptualization of the workaholism-cohesion relationship as an organizational sustainability relationship gives a new insight into the management aspect of human capital that can be utilized to reap both productive and well-being results in work organizations in the 21st century.

### **3. Organizational persistence – a strategic organizational phenomenon**

Over the past few years, researchers in organizational and management research have taken an interest in addressing the concept of organizational persistence as a significant aspect of organizational survival and continuation in terms of identity, purpose, and work amidst internal and external pressures [7, 8]. This increased concern stems from the fact that the workplaces of the day have become more volatile, uncertain, and complex, demanding organizations not only to survive, but to excel beyond the edge of chaos by being focused as a strategic unit whilst being receptive to change.

Organizational persistence has, in this regard, been found to be a key skill that enables organizations to hold on to the fundamental beliefs and long-term objectives amid radical shocks. In general, the concept of

organizational persistence can be defined as the degree to which organizations can hold onto their core identity, mission, values, and operational activities during a period of change (via imitation, cooperation, or any other mechanism) [9]. It is not merely about weathering hard times, but it is about being strong and resilient by making sure that the strategy, culture, and human capital are in an ideal state of balance on a continuous basis. The debate around organizational persistence is usually situated in the wider context of organizational sustainability and dynamic capabilities and highlights the role of learning, adaptation, and strategic foresight [11].

Persistence in the literature on organizations has been considered in various ways, including the resource-based view, organizational learning, or social exchange theories [10]. The resource-based theory dwells on the contribution of firm-specific and valuable organizational resources: knowledge, leadership [8, 9], towards long-term performance and survival. According to the theory of learning in an organization, persistent organizations are those that internalize mechanisms of reflection, feedback, and learning in order to enable them to adapt and yet remain within their mission. Contrary to the social exchange theory, which focuses on the trust between employees and employers, reciprocity, and psychological contracts enhance organizational sustainability.

Within recent years, numerous studies have been conducted on organizational persistence, most notably, organizational resilience, change, and future-oriented leadership [21, 22]. Others have contended that it is not a question of the passive quality of effective organizations, but that it is most effectively thought of as an active process, based on leadership decisions, cultural processes, and structural capabilities. In addition, there is a growing sense that persistence needs to be tempered with adaptability; organizations need to be able to adapt without losing their overall character or mission [23].

However, there is little consensus in the literature as to how organizational persistence should be conceptualized and operationalized. Other studies define it as grounded on low plasticity development, wherein persistence is an outcome of the ability to react to the environment in an effective way. Others are concerned with leadership and organizational culture, as persistence can be considered to be more of a role of how leaders talk and how they reinforce organizational values. A third approach looks at continuity through the lens of employee engagement and identification, and says that dedicated and engaged staff are highly needed to seek longevity. The five basic issues have been discussed concerning the understanding of the persistence of organization as a research and practice [8]:

1. The stability vs. change tension: How far should organizations cling to their initial mission and adjust to the new realities? What can they do to be consistent and innovative at the same time?
2. Leadership change and vision fission: How does a shift in leadership affect the organization's persistence? How much does transformational leadership enhance the long-term orientation?
3. Employee identification and commitment: How does individual commitment in the organization influence the total commitment? Can it be doggedly consistent with high staff turnover?
4. Cultural and structural inertia: Organizational structures and culture provide stability but are opposed to the change that is needed. How can organizations make sure that they don't become brittle and continue to be coherent?
5. The external environmental pressures: The economic changes, disruption in technology, and alterations in the regulations can all pose threats to the existence of the organization. Then what can organizations do to be ready to face such uncertainties?

It would be beneficial to further investigate the dynamic trade-off between organizational persistence and other variables (e.g., workaholism, meaning in work, team cohesion) in order to offer additional insight into these specific questions. Understanding how persistence of path is created and maintained in various situations--particularly in emerging industries--is critical to supporting (or relying upon) human resources practices without endangering employee safety and well-being, as well as the organizational well-being.

In general, the concept of organizational persistence is both multi-dimensional and complex, and because it is fundamental to predicting attainment of results across organizations, it has been shaped by strategic leadership, corporate culture, employee involvement, and external environmental influences.

#### **4. Organizational cohesion – a critical organizational dynamic**

In recent years, organizational and management scientists have placed a growing interest in investigating organizational cohesion as a key predictor of team performance, employees' well-being, and, ultimately, the long-term existence of the organization [5, 6]. This increasing interest is reflected in the changing world of work, which globalization, digital transformation, and hybrid models of work have transformed the way people relate to organizations. In these circumstances, holding that common focus, shared aims, and cooperative practice together has become even more difficult and crucial now.

Organizational cohesion commonly is defined as the extent to which members of an organization or workgroup work together towards end goals, meeting mutual trust, cooperation, and a sense of membership [17, 24]. It comprises emotional connection among members and task-related interdependence, in which individuals are committed, not only to their roles, but also to the group's common purpose. The concept of organizational cohesion is identified by many authors as a key issue influencing the behavior of the individual in the workplace and organizational outcomes (although results in terms of measurement and conceptualization are not consistent and continue in theoretical debate).

In the field of organizational studies, cohesion has been addressed from various theoretical standpoints, such as social identity theory, systems theory, organizational learning theory, and social exchange theory [25, 26]. These models describe dynamics through which people become attached to groups, teams function as systems, knowledge sharing is supported, and reciprocity fosters interpersonal solidarity. First, researchers broadly agree that cohesion is not just about the extent of an individual's connection to a group, but more about the general functioning of an organization in innovation, resilience, and performance [18, 27].

However, as of now, there is little agreement (in research and practice) on how these team resources are best defined and measured. It is described by some researchers as a stable feature of effective teams, by those who characterize it as dynamic and context-dependent, shaped by leadership, culture, and environmental demands by others [5, 28]. In this paper, we adopt a perspective of organizational cohesion that has been further developed, particularly in organizational behavior, as an emergent state influenced by various interactions, shared experiences, and context [3].

The idea of cohesion as a dynamic process includes several dimensions [5], such as:

- a. Intra-group cohesion, focusing on unity within a single team or department;
- b. Inter-group cohesion, addressing integration across different units or departments;
- c. Vertical cohesion, emphasizing alignment between hierarchical levels (e.g., management and employees);
- d. Horizontal cohesion, highlighting collaboration among peers at similar levels.

According to [29], the most comprehensive models provide an integrated framework that comprises both aspects of the internal experiences (i.e., shared values, collective identity) and the externally driven experiences (i.e., support from the institution, leadership, practice, cultural norms). According to [30], cohesion means three things to people: coherence, purpose, and significance. Coherence, they argue, has to do with a sense of comprehensibility and how your role makes sense; purpose, a sense of underlying goals, aims, and direction in collective work; and significance, a sense of the worth or value of the work itself. The feeling of cohesion is therefore “some kind of a general evaluation of how unified the group is, how good it is for its own sake and worth preserving” [31].

There are at least five perspectives that are viewed as possible obstacles to comprehending organizational solidarity in contemporary organizations, both in practice and in research, and for which no definite answer or understanding currently exists [32]. The first solution concerns the fulfillment of citizens' personal needs, and it ranges between the threat of over-conforming, group norms enforcing, and experiencing oppression instead of feeling among. The second perspective refers to the lived experience of wholeness and the dependency on the 'other'. Prior studies have provided evidence that cohesion is an individual-based and relational one, such as common identity and belonging [32, 33].

A third perspective relates to the subjective and objective nature of cohesion. Besides some "sense" of belonging and attachment to amorphous others in the mind of a group member, the external, institutionalized form of cohesion, which gives practical and symbolic meaning to the subjective sense of belonging, affects organizational unity meaningfully. The fourth angle is on cohesion and agency. How do we balance the degree to which cohesion is characterized and felt by the individual, and the degree to which it can be controlled or influenced through, for instance, team membership, human resourcing and management, organization culture, leadership, etc.? The fifth approach concerns cohesion as a person's sense of and evaluation of the importance of membership in a group, and the connection of cohesion to space, time, and materiality [32].

In order to respond to these views, we need a more elaborate articulation of the experience of cohesion and ways in which cohesion is created and managed in workplaces. And as work itself continues to change, in particular, with the growth of remote and hybrid work arrangements, how to build and sustain organizational unity is a key challenge for leaders and HR departments. It would be of great interest if further investigations in the future can identify ways to develop cohesion in more complicated and varying forms of organizational settings, and for it to be beneficial to people and performance, simultaneously [29].

## 5. Conceptual framework of this study

The theoretical basis of this work rests on a reference framework that connects the behavior of the employees and the results of the company level and attempts to explain this connection(s) in the terms of the two processes described. Based on theories such as dynamic capabilities and organizational learning theory, the framework suggests that workaholism, as personal affective tendency, affects organizational cohesion, which is the spirit of unity and cooperation in the workgroup. The relationship is, however, not direct and stable but instead mediated and moderated by organizational persistence, which is the capacity of the organization to ensure the stability of its mission and its constitutive values in the changing environments [9, 34]. The conceptual framework is shown in Figure 1. It shows that workaholism has an indirect effect on organizational cohesiveness, through emotional burnout, interpersonal stress, and perceived unfairness. Finally, the moderating and mediating effects of organizational persistence cushion the detrimental impact of workaholism and how individuals are assimilated into unified working units as time goes by.

The conceptual model represented in Figure 1 hypothesizes that the adverse effects of workaholism on interpersonal tension, emotional exhaustion, and perceived inequity among employees, which theoretically pose a threat to group cohesion, are mitigated in organizations with high scores on organizational persistence. Organization persistence is the moderator, which cushions the negative impact of workaholism, and a mediator that describes how individuals become collective over time is normatively oriented to routine activities, which facilitates leadership, and resilient structures. There has been a return to the volume of articles focused on the connection between individual motivation and collective performance (collective outcomes) at work and the influence of structures, culture, and systems in organizations that have developed over time [35].

There has been a shift in the wider field away from measuring job/employee behaviors simply as separate actions and toward using them as elements of broader, complex, multi-component organizational behaviors, which may be influenced by factors both internal and external to the organization. This empirical research attempts to investigate the current debates regarding how organizations can both sustain their performance and their social capital, with the organization's ability to endure being the primary framework to examine how to manage long-term, high work involvement and healthy workplace relationships, and the sustainability of the organization overall as a whole.

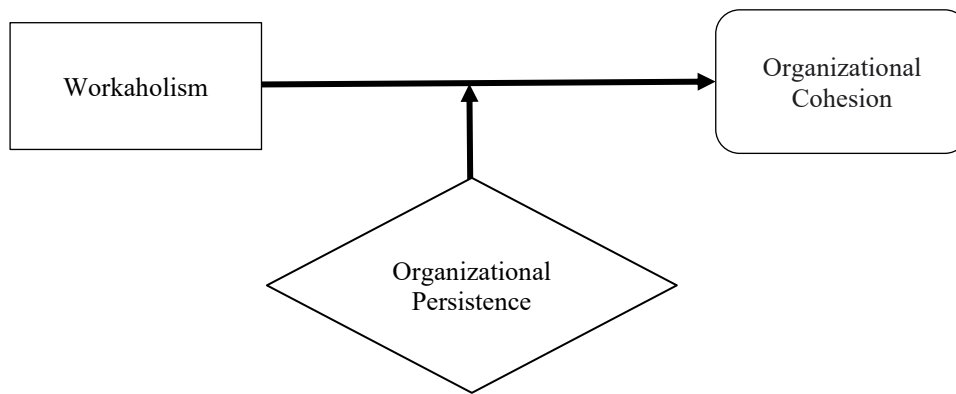


Figure 1. Conceptual framework of the study

## 6. Hypotheses

There has been a recent emphasis among organizational scholars to discover how individual actions contribute to collective outcomes in dynamic work settings [35]. Workaholism, characterized as an obsessive and relentless compulsion to work beyond what is considered either reasonable or voluntary [1], has been identified as one of such behaviors, believed to have multi-faceted behavioral consequences for both individual health and organizations. Meanwhile, organizational cohesiveness, as the status of people being together for the fulfillment of a common goal [36], continues to be a major factor in team effectiveness, communication, and long-term survival.

In this article, we examine the link between workaholism and organizational cohesion, focusing especially on the moderating role of organizational persistence, the ability of organizations to perpetuate core values and mission despite changes in their environment [34]. By relying on theories such as the dynamic capabilities and the organizational learning theories, the present study argues that the effect of workaholism on organizational bonding is not direct and fixed, but determined by organizational context, such as the level of organizational resilience and structural support.

Hypothesis 1 (H1): Workaholism and organizational cohesion

It is hypothesized that workaholism negatively affects organizational cohesion. Excessive work behaviors may lead to emotional exhaustion, interpersonal tensions, and perceived inequity among employees, which can disrupt trust, collaboration, and group unity [17, 18].

H1: There is a negative relationship between workaholism and organizational cohesion.

This hypothesis is supported by empirical findings suggesting that workaholic tendencies often result in work-life conflict and reduced social integration within teams [4, 18, 37]. In addition, excessive individual work involvement can create imbalance and weaken relational bonds necessary for strong team cohesion [38].

Hypothesis 2 (H2): The moderating role of organizational persistence

It is proposed that organizational persistence moderates the relationship between workaholism and organizational cohesion. Persistent organizations, characterized by adaptive leadership, supportive structures, and resilient routines, are more likely to buffer the potential negative effects of workaholism on team dynamics [8, 39].

H2: Organizational persistence weakens the negative relationship between workaholism and organizational cohesion.

Research has found that long-standing organizations, as a rule, create environments in which they can, without degrading their relationships with each other, govern high levels of employee engagement [10]. In addition, these organizations tend to promote behaviors that help develop cohesion in the workplace, such as by providing clear boundaries between employees, equally distributing work, and creating inclusive group norms that

facilitate fairness and belonging, even where there are some very high-performing individuals who may not have engaged in a lot of interactions with other employees [7].

## 7. Methodology

The study involves the application of well-known and valid scales to determine the three key constructs, namely: workaholism, organizational cohesion, and organizational perseverance. These measures were chosen because they were applicable to the research setting and, in view of their previous use and reliability in organizational and behavioral work, authenticity in high-involvement work settings. Workaholism is assessed with the multidimensional scale created by Aziz et al. and comprises five dimensions [13]: work engagement (5 items), work obsession (5 items), work-life conflict (11 items), loss of enjoyment (4 items), and withdrawal symptoms (4 items). This scale is relatively new and has been used in several recent studies related to HWB and individual and organizational outcomes. It can be placed in the running debate of the present insistence on altering work as digitalization and telecommuting trends have obliterated work-life lines [40].

As compared to, organizational cohesion will be measured with the scale created by Li and Zhang (2010), which has 5 dimensions: task attraction (3 items), task cooperation (3 items), interpersonal harmony (3 items), shared benefits (3 items), and commitment to values (3 items). In the current, highly diverse and often fragmented workplaces, cohesion is a crucial factor because it is not only necessary to have good relationships among employees in the team to perform effectively, but also to have sufficient health and stability of the organization [44].

As per proactive research, cohesion enhances a sense of membership and belonging, which is more significant than ever amid hybrid and remote employees [19]. Finally, organizational persistence is assessed using the three-item scale as proposed by [34], which includes the factors of short-term persistence (4 items), long-term persistence (4 items), and determination to persist (5 items). Organizational persistence implies that organizations are able to keep essential missions and values when adjusting to change in the environment. In this line, the persistence is connected with the concepts of resilience and flexibility, especially during unpredictable economic and technological situations [9].

As illustrated in [41], persistence is an outcome and a process that is dependent on leadership, resource use, and organizational culture. It is also vital to make it long-term viable and continuing, especially when there are problems of burnout, insecurity at work, and shifting labor market dynamics. All scales have been adapted to the Iraqi organizational context and pre-tested to provide the first evaluation of the validity and reliability. In the entire collection of data, confirmatory factor analysis will be used to determine the strength of the constructs and to test the relevance of our model to the local work context.

The population of the study was the academic staff of the University of Kufa, who represented a variety of professionals in higher education. To have a broad representation and be able to generalize information, we constructed an instrument (a questionnaire with 5-point Likert scales) according to measurement tools that have been used in the past [13, 40]. The questionnaire was sent to 450 faculty members in the study sample via the simple random sampling method. The time that was given to data collection was fixed, hence giving the respondents ample time to respond to the questionnaire thoughtfully. The questionnaires received a response rate of about 89%, with 36 questionnaires being returned. The questionnaires that were returned after the integrity and validity were considered were 391 valid questionnaires, which were reserved to be analyzed, and invalid or defective questionnaires were filtered out.

This size was deemed to be enough to carry out multivariate statistical tests, including regression and structural equation modeling, which are critical in testing the relationship hypotheses in workaholism, organizational cohesion, and organizational persistence [41, 42]. Using a good size and representative sample increases the robustness and generalizability of the findings and provides interesting results on how personal work behaviors influence organizational dynamics with relation to Iraqi HEIs [43, 44].

## 8. Results and discussion

Convergent validity is a major indicator to evaluate construct validity of latent variable models of structural equation modeling (SEM), especially in Partial Least Squares Structural Equation Modeling (PLS-SEM) approach research. It is an indication of how a measure item correlates with the component or latent trait. Per the standard criteria adopted in quantitative research, factor loadings at or above 0.70 indicate acceptable levels. The data in Table 1 have been generated with SmartPLS Version 4, a popular tool for PLS based structural equation modeling.

Table 1. Convergent validity

Variable	Dimension	Item	Loading
Workaholism	Dimension 1	WE1	0.719
		WE2	0.752
		WE3	0.855
		WE4	0.893
		WE5	0.873
	Dimension 2	WO1	0.784
		WO2	0.782
		WO3	0.719
		WO4	0.882
		WO5	0.742
	Dimension 3	WLC1	0.745
		WLC2	0.784
		WLC3	0.782
		WLC4	0.725
		WLC5	0.766
		WLC6	0.897
		WLC7	0.743
		WLC8	0.877
		WLC9	0.729
		WLC10	0.707
WLC11		0.707	
Dimension 4	LE1	0.763	
	LE2	0.778	
	LE3	0.738	
	LE4	0.715	
Dimension 5	WS1	0.726	
	WS2	0.759	
	WS3	0.743	
	WS4	0.748	
Organizational Cohesion	Dimension 1	TA1	0.839
		TA2	0.899
		TA3	0.827
	Dimension 2	TC1	0.822
		TC2	0.845
		TC3	0.886
	Dimension 3	IH1	0.863
		IH2	0.896

Variable	Dimension	Item	Loading
Organizational Persistence	Dimension 4	IH3	0.729
		SB1	0.893
		SB2	0.852
	Dimension 5	SB3	0.805
		CV1	0.775
		CV2	0.771
	Dimension 1	CV3	0.844
		STP1	0.861
		STP2	0.814
		STP3	0.813
	Dimension 2	STP4	0.839
		LTP1	0.797
		LTP2	0.894
		LTP3	0.829
	Dimension 3	LTP4	0.849
		DP1	0.751
		DP2	0.813
DP3		0.811	
DP4		0.864	
		DP5	0.733

Through the SmartPLS V.4 software, the confirmatory factor analysis showed (see Table 1) that the factor loading of all the items across the three measures, Workaholism, Organizational Cohesion, and Organizational Persistence, were between 0.700 and 0.899, above the 0.70 threshold level considered in research (indicated in). This provides the evidence that all the items of each construct were actually representing the same underlying dimension they were hypothesized to measure, thereby indicating that the constructs shared convergent validity. Figure 2 presents the analysis of how workaholism affects organizational cohesion, moderated by organizational persistence.

Figure 2 presents a statistical model developed using structural equation modeling (SEM) through partial least squares (PLS-SEM), aiming to examine the relationship between workaholism and organizational cohesion, with a focus on organizational persistence as a moderating variable. PLS-SEM is presented in Figure 2. The relationship between workaholism and organizational cohesion was as follows: the direct effect of workaholism on organizational cohesion ( $-0.767$ ) was negative, which means that the higher the work addiction, the lower organizational cohesion in the University of Kufa. However, the moderating effect of organizational persistence partially offsets this detrimental effect ( $-0.898$ ) by strengthening the adaptive function of pay and tolerance for the pressures of workaholism on university adaptation and persistence. That is, persistence in an organization directly contributes positively to its own solidarity.

The descriptive evidence is consistent with both hypotheses, and the statistical results support both. Empirical results show that workaholism significantly predicts organizational cohesion ( $\beta = -0.767$ ) and hence support H1: "There is a negative relationship between workaholism and organizational cohesion". Moreover, the findings demonstrate that organizational persistence functions as a moderator to weaken this negative association ( $\beta = -0.898$ ) (H2 is supported): "Organizational persistence weakens the workaholism and organizational cohesion's negative relationship". Thus, this indicates that organizations with higher persistence (i.e., stable structures, good leadership, and adaptive strategies) are more capable of counterbalancing the detrimental impacts of workaholism and, eventually, that they also could turn them into benefits, under specific circumstances.

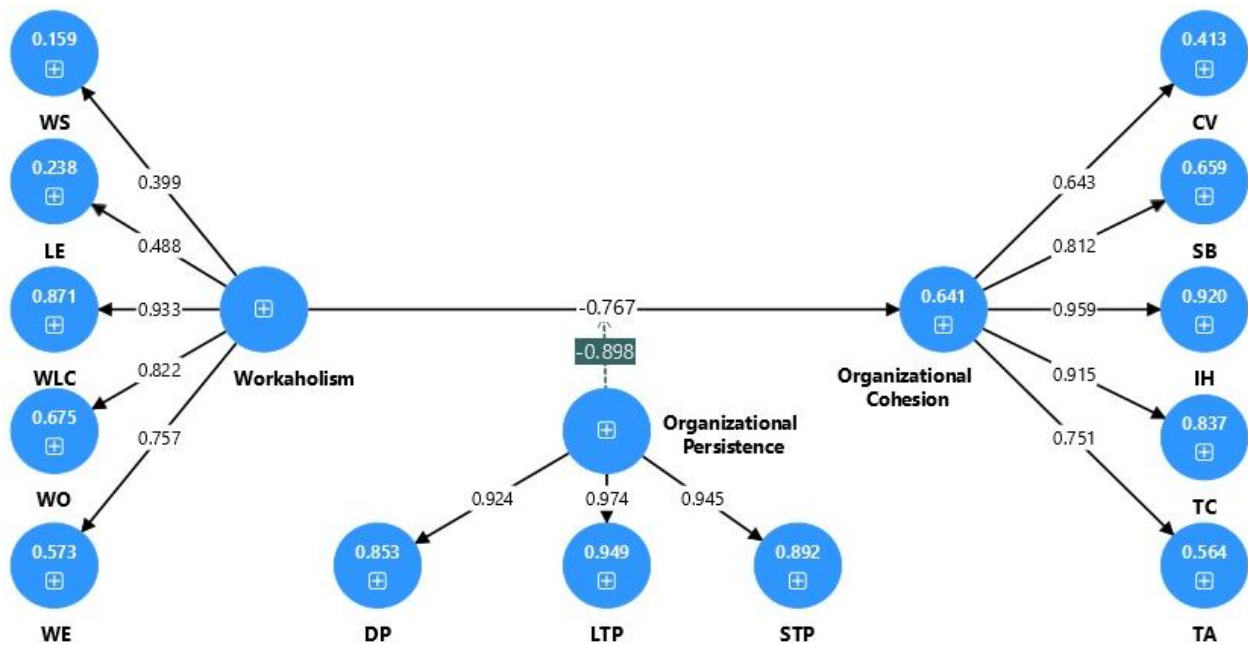


Figure 2. Statistical model of the relationship between workaholism, organizational cohesion, and organizational persistence (PLS-SEM)

These results emphasize the necessity of a strategic management of behavioral characteristics such as workaholism through the development of stress-resistant organizations. Accordingly, organizational persistence comes to underpin the capacity of institutions to respond in ways that stand out favorably in times of crisis by turning potential challenges into opportunities for enhancing a sense of team spirit and intra-organizational unity, by promoting an organizational culture that fosters continuity and unity. Therefore, the management of workaholism is not a personal (individual) level organizational issue; it is a strategic challenge in such a way that it deals with developing the ‘resilient’ organization, which is capable of handling psychological and professional strains, providing adequate support tools (such as mental health schemes, the participatory work culture, and encouraging the work-life balance).

Content that is to say, if organizational persistence is strong in terms of structural stability, leadership, and supportive strategy, the lower (and possibly positive) relationship between workaholism and cohesion under certain conditions. Therefore, the organization's persistence or survival contributes to the level of resilience since the persistence of an institution builds and transforms the nature of the challenges into opportunities that enhance team spirit or internal cohesion by promoting an organizational culture that promotes continuity as well as unity.

Indeed, addressing workaholism is not just a matter of individual-level organization, but an organizational strategy that should focus on constructing an organization resilient to psychological and professional demands, offering proper support resources (e.g., psychological programs), constructing a participatory work culture, and facilitating the work-life balance. The strengthening of organizational persistence, meanwhile, increases the benefit of alleviating the negative effects of workaholism and improves the solidarity of the organization so as to gradually achieve sustainable organizational performance in the long term.

This study has both theoretical and practical implications that can enable us to comprehend the correlation between workaholism and organizational cohesion and organizational persistence in present-day organizations. The research adds to the body of academic research and practice by exploring the relationship between overwork behavior and team member cohesion, and how organizational factors can alleviate this relationship.

To begin with, this study adds to the workaholism literature as it goes beyond individual outcomes (e.g., burnout and health issues) to explore the broader impacts of workaholism on the organizational environment, such as

group integration. Although the previous studies have primarily focused on the psychological and behavioral consequences faced by individuals due to workaholism, this research will add to the list by demonstrating the disruption between people, emotional exhaustion, and the lack of collective identity within the groups. Second, the findings also help in furthering a theoretical approach to organizational persistence as a moderator, which alleviates the negative effect of workaholism.

This study adds to the growing body of research on organizational resilience and dynamic capabilities by demonstrating that persistent organizations, the ones that preserve their original values but adjust to their surroundings, are in a better position to address negative behaviors in the workplace without necessarily damaging the functioning of the team. Third, the conceptual framework introduces the organization learning theory and dynamic capabilities theory into the conceptual framework that conceptually bases future work on the impact of organizational systems on the relationship between individual behaviors and the overall outcomes. It also opens the door to the realization of how structures of meaning, cultivating leadership, and robust routines influence the organizational interactions with employees and organizational sustainability.

The results provide insight into how managers can help their organizations be more persistent through the use of strategic leadership, adaptive organization structures, and cultural norms that are inclusive. High-performance organizations should be aware of the potential for workaholism; they should also invest money in working conditions that promote fairness, work-life balance, and an employee's sense of commitment. Organizations must implement policies related to work-life balance; distribute workloads equally; have and keep open lines of communication with employees; etc., to mitigate the negative effects that excessive work has on the employer-employee relationship and to create a culture of belonging and cooperation.

In addition, when organizations adopt a learning, reflective culture, they will be able to notice when the signs of dysfunction start to emerge and intervene to reverse them before they establish within the group. In addition, HRM policies should send messages to managers about workaholic behavior (mental health programs, stress training, flexible work), and HRM should be effective in providing support to help manage such behavior. Leaders can take a big step towards maintaining continuity over the long run while at the same time protecting employee well-being and team effectiveness when they align HR practices to an organization's goals for persistence.

## **9. Conclusion**

The current research was carried out to investigate the correlation between workaholism and organizational cohesion with a particular focus on organizational persistence as a moderator. The study was done with the help of Partial Least Squares Structural Equation Modeling (PLS-SEM) on the basis of 391 academic members of staff in the University of Kufa to test the hypotheses.

Results showed that there was a significant negative relationship between workaholism and organizational cohesion. This means that compulsive-work-related behaviors, which are not similar to autonomous motivation, may create a feeling of fatigue (emotional exhaustion), relationship strain (interpersonal conflicts), and unfairness (perceived injustice) among workers, and eventually degrade the team cohesion, trust, and commitment. These results are consistent with previous studies that have emphasized the harmful effects of workaholism on individual and group health at work.

Moreover, the organizational tenure was identified to moderate the relationship between workaholism and organizational cohesion negatively. That is, the more powerful organizations have their leadership, the more flexible strategy, and adaptive structure would serve them better in times of workaholism. Social disintegration and failure of teams need not be the result of intense labor participation in these contexts. Rather, these organizations can work to transform the potential sources of demoralization into vehicles of enhancing internal solidarity and long-term efficacy, in part by instilling norms of inclusivity, sharing the load evenly, and calling a norm of ceaseless learning into play.

These findings have both theoretical and practical implications for the connection between individual behavior as it relates to the organization and the outcome at the organization level. Theoretically, this study adds to the academic literature on workaholism by producing knowledge that not only highlights the lack of focus on individual-level outcomes but also presents how individual workaholism has a more extensive influence on organization-level outcomes. It also adds to the complexity of how organizations can continue to accomplish their missions through adaptive capability when faced with continual uncertainty.

On a practical basis, this study illustrates the importance of providing attention to strategic HR practices, providing leadership that is conducive to organizational persistence, and establishing an organizational climate that is work-friendly for the purpose of developing organizations that are able to sustain performance from above as well as below. More specifically, organizations that are committed to performance need to be aware of the potential dangers that may be caused by the behaviors associated with workaholism; thus, they need to have developed models of resilience, equity, and employee engagement.

Finally, workaholism must be viewed not only as a personal-level issue but rather as a strategic organizational challenge that leaders can use to develop and sustain organizational cultures that are flexible and able to continue achieving superior performance while likely not harming the employee individually, as well as keeping the work group functioning. Additionally, potential future research avenues may include longitudinal evaluations, examining mediating factors, as well as making cross-cultural comparisons, with the hope of increasing our understanding of this previously under-researched and significant link between organizations and employees within the modern workplace.

## **10. Limitations and future scopes**

The study has certain constraints, and it is necessary to conduct further research. Its cross-sectional design does not allow causal inferences, and the sample, which is chosen exclusively among the employees of the University of Kufa, may not be generalized to other occupational fields or cultural backgrounds. Furthermore, it might also introduce bias because it relies on self-report data, and it remains one of the limitations of this study; the influence of workaholism and the cohesion mechanism under the moderating effect of organization persistence is not explored in-depth. Future studies might be used in longitudinal or mixed methods studies, integrate various sources of data, and test mediating variables, including organizational leadership style, culture, or work force health management practices. Expanding the area of concern regarding other fields, teleworking, and intergenerational issues would enhance the body of knowledge on how organizational persistence can be effectively cultivated to alleviate the negative effects of workaholism under various settings.

## **Conflict of interests**

The authors declare that they have no known financial or non-financial competing interests in any material discussed in this paper.

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## **Author contribution**

Natalya Ahmed Al-Kaseer: Conceptualization of the study, methodology design, data collection, analysis, and interpretation of results. He also contributed to the writing and revision of the manuscript. Laith Ali Yousif Al-Hakim, Layth Zuhair Al-Sakafi: Contributed to the literature review, data analysis, and interpretation of findings. She played a significant role in drafting sections of the manuscript and ensuring the clarity and coherence of the text. Zainab Hadi Maaouf Al-Sharifi, Hawraa Sahib Abad: Assisted in the development of the research framework and methodology. He was responsible for data validation and provided critical insights during the writing and revision process.

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