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FACULDADE DE PSICOLOGIA E DE CIÊNCIAS DA EDUCAÇÃO UNIVERSIDADE DE COIMBRA

WOP-P: Master in Work Organizational and Personnel Psychology

Workaholics profiles: The role of Psychological Capital and Emotional Intelligence.

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Keywords: workaholism; emotional intelligence; psychological capital.

















Agradecimentos

Mais um percurso esta a acabar na minha vida, e queria agradecer todos aqueles que fizeram parte desta incrivel viagem!

Em particular quero agradecer à Professora Leonor Pais e à Professora Lisete Mónico pela constante ajuda que me deram e pelo profissionalismo que demostraram em trabalhar comigo.

Não vou esquecer obviamente também de todos os outros professores que me enriqueceram durante estes dois anos.

Um agradecimento tambem aos meus colegas de curso, que foram, antes que companheiros de curso, amigos espetaculares, e com certeza a nossa amizade não vai acabar com o Mestrado.

Aqui em Portugal encontrei uma segunda família, que me acolheu da melhor forma. As pessoas que tenho de agradecer são muitas, mas quero indicar alguns nomes especificos, o meu padrinho Nuno, que é muito mais que um amigo, a Ana, Rui e Telma, por todo o apoio que deram sempre.

Agradeço também à minha namorada Laura que teve uma paciência enorme em me apoiar sempre e fazer muitas viagens de Italia para Portugal.

E finalmente, deixei a parte mais importante da vida de uma pessoa, a família: agradeço ao meu pai, à minha avó, e aos meus tios, que sempre acreditaram em mim. Obrigado!

















Introduction

The aim of this study is to assess the relation between Psychological Capital (PC), Emotional Intelligence (EI) and Workaholism.

More in detail, the goal of this research is to investigate psychological capital and emotional intelligence as factor with influence in the prediction of different profiles of workaholism.

The nowadays working life leads the employee to sacrifice his or her leisure time in order to achieve professional success, in fact the constant pressure imposed by higher level of efficiency provide the increase of workaholism. This phenomenon, relatively recent, appears with the intention of describing, precisely, this high investment in the work life. The authors define a "workaholic" as a person that spend a substantial time portion at work or in activities related to work, and that have negative consequences for the social life, family and other (Andreassen, Hetland & Pallesen, 2010); The movement of positive organizational studies has gained importance in the last decade (Sweetman, Luthans, Avey, & Luthans, 2011; Cunha, Rego & Lopes, 2013). Instead of focusing only on what is negative, problematic and debilitating, this approach is oriented toward improving organizations using of their strengths and virtues (Sweetman, Luthans, Avey, & Luthans, 2011; Cunha, Rego & Lopes, 2013). Psychological Capital, as well as Emotional Intelligence, emerges within this movement as a construct that refers to a positive psychological state capable of mobilizing efforts to achieve objectives (Luthans, Youssef, & Avolio, 2007), and which is capable of impacting numerous variables that could interested the organizations (Larson & Luthans, 2006; Newman, Ucbasaran, Zhu, & Hirst, 2014). Emotional Intelligence, for instance, is the ability of individuals to recognize their own and other people's emotion to discriminate between different feelings and label them appropriately, and to use emotional information to guide thinking and behaviour (Coleman & Andrew, 2008).

So, in this research we intend to analyze the relationship between psychological capital, emotional intelligence and workaholism. Specifically we intend to analyse the two positive contruct (EI and Psycap) and their relationship in the different profiles of workhaolism.

















Our goal with this study is to broaden the research about the relationship between these variables.

Abstract

Aims

This study intends to investigate psychological capital and emotional intelligence as factor with influence in the prediction of different profiles of workaholism.

Methodology

The sample is composed by 300 employees with different professional situations in Portuguese companies. Participants answered to three different questionnaires, validated attending to its dimensionality and reliability: (1) Workaholism Battery (WorkBAT) proposed by Spence & Robbins (1992); (2) Emotional Intelligence Scale, proposed by Rego et al. (2007); and (3) PsyCap Questionnaire, developed the first time by Luthans, Youssef and Avolio (2007), and translated and adapted to the Portuguese context by Machado (2008).

Results

The results suggested the existence of a moderate positive global relationship between psychological capital and workaholism, and between emotional intelligence and workaholism. Dimensions of psychological capital and emotional intelligence had different importance in the prediction of workaholism's dimensions. Cluster analysis to WorkBAT dimensions reproduced the different profiles of employees based in the Spence and Robbins (1992) and Buelens and Poelmans (2004) approaches. Psychological Capital and Emotional Intelligence varied between workaholics profiles.

Conclusion

Differences in terms of Psychological Capital and Emotional Intelligence were found in the different workaholics profiles.

1. State of Art

A lot of "normal situation" can develop in a situation of addiction, in fact we can find *new addictions* (attitudes, behaviours and lifestyles) that affect day a day life of people. These new addictions, which have always existed, are studied from a few times ago, and include: sex addiction, food addiction, internet addiction, videogames

















or television addictions, shopping addiction, etc.. So we can see that there are a lot of different addictions and not only drugs or alcohol. In these view we can put also the work addiction, with the consequences of workaholism (Milio, 2006). It was proposed a new diagnostic dimension defined *addictive disorders* with the aim of unite in a unique reality all of these new addictions. In these framework we can recognize the typical characteristics of the classic addiction, from the syndrome of abstinence and the compulsory necessity to satisfy the addiction, to the inability to contain or limit their conduct in order to achieve their addiction objective. So at the end we can say that this new addiction are composed by three main factors: obsessiveness (an obsessive person thinks or behaves motivated by a persistent overriding idea or impulse, often associated with anxiety and mental illness), compulsiveness (people are governed by the obsessive needs to satisfy the addiction, their desire) and impulsiveness (characterized by actions based on sudden desires, whims, or inclinations) (La Barbera, Ferraro, 2009; Serrano-Fernández, Boada-Grau, Gil-Ripoll, & Vigil-Colet, 2016).

1.1 Workaholism, Psychological Capital and Emotional Intelligence

The workaholism phenomenon affects about 25% of the population. Gender is represented especially by the male, although the number of women is steadily increasing. The common characteristics between men and women are identified with perfectionism, the involvement in the work and the inability to delegate tasks to others. However, women reported stress levels related to higher work than men, probably because of family conflicts. "A person who has compulsive need to work, who works at an excessive level, and has difficulty in reducing the work rate. This kind of oversized impulse to work is often due to stress, interpersonal difficulties and health problems" (American Psychological Association, 2007, p.1002).

The term Workaholism emerged in 1971 with Oates, being described like a compulsion to work tirelessly (Andreassen, Hetland & Pallesen, 2010). The authors define a "workaholic" as a person that spend a substantial time portion at work or in activities related to work, and that have negative consequences for the social life, family and other (Andreassen, Hetland & Pallesen, 2010); it remains focused on the

















job even when you're not working (Porter, 1996; Robinson, 2000; Thomas, Sorensen & Feldman, 2007).

Workaholism is typically regarded, not as a one-dimensional concept, but as a complex and multifaceted phenomenon composed of various sub concepts (Burke, 2000b; McMillan et al., 2002; Robinson and Phillips, 1995; Scott et al., 1997). For example, Spence and Robbins (1992) distinguish three characteristics in their model of workaholism: work involvement, which they relate to long working hours, work involvement, refers to the good and efficient use of the time at work or outside it, and it is related with the relationship between work and personal life (Andreassen et al, 2010), impulse to work or drive, is related with the internal motivation of the person to work as well as how often they think about their work, for example when a person feels obligated to work even if is not agreeable (Andreassen et al, 2010), an addictive drive to work under internal pressure; and pleasure at work or work enjoyment, deals with the pleasure of work, the good feeling that people find in their work (Andreassen et al., 2010; Spence & Robbins, 1992).

Based on these three dimensions, Spence and Robbins (1992) have provided a variety of combinations, from which it can up to six different profiles of workers, plus two missing profiles in the Spence and Robbins' research but present in the research of Buelens and Poelmans (2004). There is considerable empirical support for the profiles (Burke, 2000b).

The eight profiles that we are going to investigate are:

- Enthusiastic addicts: workaholics profiles that worked the longest hours and reported the least private time. They were satisfied with their salary, the social relations at work, did not intend to leave the company, and did not report a high number of health complaints. However, they reported many conflicts between work and family, and were not particularly happy with their family life.
- Work addicts: reported long working hours, few sleeping hours and little
 private time. They have many conflicts at work and many work-to-family
 conflicts; they were dissatisfied with all aspects, including salary, family,
 relationships.

















- Work enthusiast: worked very long hours, reported few sleeping hours and did not have much private time. They have satisfaction with all aspects of the job, no intention of leaving, and they are with no health complaints.
- **Disenchanted workers:** reported the lowest number of working hours, the greatest amount of time devoted to private activities, a very low perception of growth culture, a very high intention to leave, very low satisfaction with all aspects of the job, and no motivation at all, with the exception of a certain motivation to have the own work rhythm respected.
- **Relaxed workers:** reported the most hours devoted to private activities, the least work-to-family conflict and the highest satisfaction with the family. It was the youngest group and was of low hierarchical level. This group was strongly represented in health care.
- Unengaged workers: reported no perception of pressure, no conflicts, no health or stress complaints, was satisfied with the family, was not motivated at all, and had no intention to leave.
- **Reluctant hard worker:** this is one of the profiles investigated *a posteriori*, and they reported relatively long working hours, at a relatively low hierarchical level, with a strong perception of pressure and a low perception of growth culture. They intended to leave the organization, and were dissatisfied with their salary, their superior and to a lesser extent even with their colleagues.
- Alienated professional: this is the second group investigated *a posteriori* and they are internally driven and happy but not really committed. This might be a group of professionals devoted to their "hobby" or professional skills, but not to their job or organization.

















	Work involvement	Feeling driven	Work enjoyment	Туре
1 2 3 4 5 6 7 8	High High High Low Low Low Low Low	High High Low Low High High Low Low	High Low High Low High Low High Low	Enthusiastic addicts ^a Work addicts ^{ab} Work enthusiast Reluctant hard worker Alienated professional ^c Disenchanted workers ^d Relaxed workers Unengaged workers

Figure 1

Overview of a complete Spence and Robbins typology (2004).

However in the same situation we have workaholics workers and no workaholics workers. So personal factor can play a fundamental role in this case, this could be explain by some theory of the occupational health, in fact according to COR theory (Conservation of Resources) (Hobfoll, 1989), people seek to obtain, retain, and protect their resources. Stress occurs when resources are threatened, or when individuals fail to gain resources after substantive resource investment (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). For this reason some authors (Hobfoll, 2002; Luthans, 2007) have focused their studies on personal elements like self-efficacy, organizational-based self-esteem, and optimism. These elements both independently, as well as combined into a higher order construct, have been recognized as crucial for individuals' psychological well-being in general, and for work-related well-being in particular (Hobfoll, 2002; Luthans, Avolio, Walumbwa, & Li, 2005).

In this sense construct like self-efficacy, optimism, hope or resilience may determinate that a person becomes workaholics or not.

These make up the concept of Psychological Capital, developed by Luthans, Avey, Avolio, Norman and Combs (2006). Psychological Capital is defined as 'those features of personality psychologists believe contribute to an individual's productivity' (Goldsmith et al., 1997a,b, p. 815). PsyCap differs from the standard concept of human capital ('what you know', a person's knowledge, skills and experience) and social capital ('who you know'). Psychological Capital is concerned with 'who you are' and, in the developmental sense, 'who you are becoming' (that is, a person's psychological attributes) (Luthans et al., 2007).

















The concept of the Psychological Capital introduced by Luthans and Avolio, is a construct of four human capacities:

- **Self-efficacy:** Stajkovic and Luthans (1998b) define self-efficacy as the individual's conviction about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context. Beginning with the considerable theory and research of well-known psychologist Albert Bandura, self-efficacy as a positive psychological capital capacity has been demonstrated to have a strong positive relationship to work-related performance. Moreover, Bandura (1997) and others have clearly shown through research and subsequent application in the workplace how confidence can be developed. (Luthans et al., 2004).
- Optimism: making a positive attribution about succeeding now and in the future. Seligman's (2002) definition draws from attribution theory in terms of two crucial dimensions of one's explanatory style of good and bad events: permanence and pervasiveness. Specifically, optimists interpret bad events as being only temporary ("I'm exhausted"), while pessimists interpret bad events as being permanent ("I'm all washed up"). Seligman (1998) provides some evidence of the positive impact of measured optimism on desirable workplace outcomes (Luthans et al., 2004).
- Hope: persevering toward goals and, when necessary, redirecting paths to goals in order to succeed. Though not as theoretically rich or as widely researched or applied to the workplace as confidence, hope can nonetheless make an important contribution to positive psychological capital. Although on the surface hope appears very similar to the other positive capacities, considerable theoretical and measurement analyses demonstrate its conceptual independence and discriminant validity. In particular, the dimension of hope as defined here makes an important differentiation with the common use of the term and the other psychological capital capacities (Luthans et al., 2004).
- **Resilience:** when people are in trouble, sustaining and bouncing back even beyond to attain success. (Luthans et al., 2007).











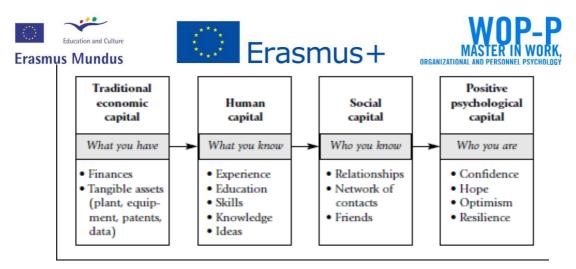


Figure 2. Expanding capital for competitive advantage (Luthans, 2004).

If the Psychological Capital relates to positive performance, it is probably that is positively related with the profiles with a high Job Involvement or Pleasure at work or Impulse to work.

Other single resource that can determine the type of workaholics profile is the Emotional Intelligence.

Emotional Intelligence (EI) is the ability of individuals to recognize their own and other people's emotion to discriminate between different feelings and label them appropriately, and to use emotional information to guide thinking and behaviour (Coleman & Andrew, 2008). Salovey and Mayer (1990) were the first to define the term EI as "a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action" (p.189).

This definition consists of three types of abilities: 1) expression and evaluation of emotion, 2) regulation of emotion and 3) using emotions in decision making process. A similar definition was given by Bar-On (1997) as "an array of emotional, personal, and social abilities and skills that influence an individual's ability to cope effectively with environmental demands and pressures" (p.14). After these definitions Goleman (1998b) defined again EI as "the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships" (p.317).

Emotional Intelligence is the maximal emotional resources. In fact it refers to the ability to perceive and understand emotional information, and to generate and regulate emotions that promote emotional and intellectual growth (Mayer & Salovey, 1997), which is an important facet of competency reflected in individuals' enhanced

















capability in dealing with emotion-laden issues (Feldman Barrett & Gross, 2001; Goleman, 1995; Mayer & Salovey, 1997; Mayer, Salovey, & Caruso, 2000).

This indicates that EI is related to a number of non-cognitive skills, abilities, or competencies that can influence an individual's capacity. EI can be defined as the ability to perceive and understand emotions, to regulate and organize emotions and to generate and manage emotions so as to enhance thinking and promote intellectual growth. Specific ability models address the ways in which emotions facilitate thought and understanding. For example, emotions may interact with thinking and allow people to be better decision makers (Lyubomirsky et al., 2005). A person who is more responsive emotionally to crucial issues will attend to the more crucial aspects of his or her life. This is also related to emotional reasoning and understanding in response to the people, environment and circumstances one encounters in his or her day to day life. In fact emotionally intelligent individuals are at an advantage in social interactions because they not only are aware of their own emotions and know how to regulate them, but also are keenly aware of others' emotions and are able to respond effectively to others' emotional needs (Mayer & Salovey, 1997; Mayer et al., 2000). We can consider emotional intelligence as a general level of emotional resources, so if an individual has high emotional intelligence can indicate high emotional resources (Mayer & Salovey, 1997).

H1: Are Psychological Capital and Emotional Intelligence predictors of the dimensions of Workaholism?

H2: Are there significant differences in each profiles of workers in term of Psychological Capital and Emotional Intelligence?

2. Method

2.1 Characteristics of the Sample

The sample is made up of 300 Portuguese employees of different type of organizations, characterized taking care gender, age, education, employment status, years of work, leadership, organization size, and maturity (see In Table 1). As can be seen, the sample is mainly composed by female (56.3%) and for participants with higher education (35.7%) and high school (34.3%). The mean of ages is about 40.10 years-old. About 69.7% has management functions and 34.3% work in a company up

















to 10 employees (29.7% work in a company between 11 and 50 employees). A salary between 1001 and 1500 euros was the most frequent (45.3% of the sample).

Table 1. Participants' characteristics

4.	ne 1. I ai ticipants characteristics	
	Gender	
	Male	n = 131 (43.7%)
	Female	n = 169 (56.3%)
	Age	M = 40.10 years (SD = 10.689)
	Level of Education	
	Basic Education	n = 90 (30%)
	High School	n = 103 (34.3%)
	Higer Education	n = 107 (35.7%)
	Employment Status	
	Businessman	n = 40 (13.3%)
	Profissional Worker	n = 11 (3.7%)
	State Employee	n = 63 (21.0%)
	Worker for others	n = 173 (57.7%)
	Workers-Students	n = 13 (4.3%)
	Management Functions	
	Yes	n = 91 (30.3%)
	No	n = 209 (69.7%)
	Size of the Organization	
	Up to 10 employees	n = 103 (34.3%)
	Between 11 and 50 employees	n = 89 (29.7%)
	Between 51 and 200 employ.	n = 42 (14.0%)
	More than 200 employees	n = 63 (21.0%)
	No Reply	n = 3 (1.0%)
	Salary	
	II	n = 62 (21 00/)
	Up to 500 euros	n = 63 (21.0%)
	Between 501 and 1000 euros	n = 136 (45.3%)
	Between 1001 and 1500 euros	n = 61 (20.3%)
	Between 1501 and 2000 euros	n = 25 (8.3%)
	More than 2000 euros	n = 14 (4.7)
	No Reply	n = 1 (0.3%)

















Data was collected through convenience sampling. Participants were volunteers approached by students of a methodology course of a Portuguese University, previously trained in regards to: a) the aim of the research, b) procedures concerning participant selection, c) conditions and instructions for applying questionnaires and d) ethical code. Students were asked to give particular emphasis to such ethical procedures and answered all questions of the participants.

According to the Portuguese Psychologists' National Association, all the requirements were fulfilled to ensure the participants' anonymity and data confidentiality, considering that all the formal and ethical procedures were followed (Ordem dos Psicólogos Portugueses, 2011). The questionnaire was gathered in paper-and-pencil format. The average time estimated for answering was 15 minutes.

Data Analysis

For recording and processing the data are used IBM SPSS and Amos version 22.0. The missing-values, all MCAR (completely random) and less than 2%, were replaced by the Expectation Maximization method (Kline, 2011).

The goodness of fit was achieved by indices NFI (Bentler & Bonett, 1980), TLI (Tucker-Lewis Index), CFI (Bentler, 1990) SRMR (Hu & Bentler, 1999), X2/df and RMSEA (Steiger, 1990), according to the literature (Arbuckle, 2013; Kline, 2011). For a model to be acceptable the NFI (Normed fit index) should be greater than .80 (Schumacher & Lomax, 1996), and the TLI (Tucker-Lewis Index) and CFI (Comparative fit index) should be greater than .90, respectively (Brown, 2006; Schumacher & Lomax, 1996). In turn, the RMSEA (Root Mean Square Error of Approximation), to have a good adjustment index should be less than .05, and if it is less than .08 the adjustment is considered acceptable (Schumacker & Lomax, 1996). Also according to the literature, to an appropriate adjustment, the SRMR (Standardized Residual Root Mean Square) should have values of less than .08 (Brown, 2006).

The elements of the composite reliability (CR) and extracted variance (EV) were evaluated for each factor in accordance with Fornell and Larcker (1981). In turn, the reliability was calculated by Cronbach's alpha (Nunally, 1978). The normality of the variables was evaluated by the asymmetry coefficients (Sk) and kurtosis (Ku) Univariate and multivariate. In the sample, the skewness and kurtosis coefficients

















showed no values excessively away from the assumption of normality (Kline, 2011), as the Sk values <2 and Ku <3. A type I error of .05. was considered for all analyses. All model assumptions have been tested. The assumption of the normal distribution and homogeneity of variances were validated graphically, as well as the assumption of independence of errors, validated with the statistic Durbin-Watson (Maroco, 2014). At the same time, and to diagnose the multicollinearity of the predictor variables, we used the VIF and has not been diagnosed effects of collinearity (VIF <8; Maroco, 2014).

2.3 Measures

Measuring Instruments

For this research we used three measures, all adapted to the Portuguese context - the PsyCap Questionnaire (Luthans, Youssef, & Avolio, 2007), Workaholism Battery (Spence & Robbins, 1992), and the Emotional Intelligence Questionnaire (Rego et al., 2007). Data were recorded and processed in a database in SPSS and AMOS version 22.0 (SPSS Inc, Chicago, IL).

To evaluate the variable "Psychological Capital" we used the Psychological Capital Questionnaire (PsyCap Questionnaire – PCQ), developed the first time by Luthans, Youssef and Avolio (2007), translated and adapted to the Portuguese context by Machado (2008). The instrument contains 24 items, six for each of the four dimensions - Self-efficacy, Hope, Resilience and Optimism. The first six evaluate the Self-Efficacy. an example of item is: "I feel confident when I look for a solution for a long-term problem". The next six items evaluate Hope, this is an example of the item: "If I found myself in a difficult situation at work, I could think of many ways to get out of it". The following six items assess Resilience, with questions like these: "In one way or another, I generally can well manage the difficulties at work", and the last six evaluate Optimism, and this is an example of these item: "When things are so uncertain for me at work, I usually expect the best".

The Workaholism Battery (WorkBAT), by Spence and Robbins (1992), evaluates the degree of workaholism of the participants based on three dimensions: job involvement, impulse for work and pleasure at work. It consists of 25 items that deal with different aspects of the relationship with work and the use of leisure time.

















The version used here was based on a standardized translation procedure and the retro version of the original scale. The measurement scale is of the Likert type, with five response options: from 1) completely disagree to 5) completely agree, and is composed of three levels:

- 1) Job Involvement reflects the need of individuals to make efficient use of their time; This dimension is evaluated by eight items: 1, 6 and 8 (Inverted), 12, 13, 15, 21 and 24.
- 2) Impulse for Work evaluates the internal stimulus to obsessive work, which individuals cannot resist (Schaufeli, Bakker, Van Der Heijden, & Prins, 2009); the motivation of the people who work, as well as the frequency with which they think At work (Andreassen et al., 2010) and evaluated through seven items (3, 5, 14, 18, 20, 22 and 25).
- 3) Pleasure for work evaluates the degree of pleasure at work, obtained through the answers to points 2, 4, 7, 9, 10, 11 inverted, 16, 17, 19 and 23, for a total of 10.

EI was evaluated using the measurement instrument proposed by Rego, Sousa, Cunha, Correia and Saur-Amaral (2007), previously developed and validated for the Portuguese population by Rego and Fernandes (2005b), focusing on the mixed model. The scale is a seven-point Likert scale (1: (statement does not apply absolutely nothing to me) to 7: "the statement applies completely to me") and comprises 17 descriptors grouped into six factors, thus designated by Rego and Fernandes (2005a):

- 1) Understanding own emotions (items 1, 9 and 17) determines the extent to which individuals understand their own feelings and emotions, as well as their causes. This factor characterizes complex cognitive processes insofar as individuals, in addition to identifying or paying attention to their emotions, understand them;
- 2) Self-control versus criticism (items 2, 5 and 15, all inverted) assesses how individuals react, treat or accept criticism from others;
- 3) Self-encouragement (use of emotions) (items 11, 14 and 16) is related to the use of emotions and to the capacity of self-motivation and encouragement of individuals;
- 4) Emotional self-control (Regulation of emotions) (items 4, 6 and 8) designates the degree to which the individual, in front of situations of high emotional load, manages to control his emotions, as well as their ability to re-direct thinking and establish priorities based on the association of feelings and emotions;

















- 5) Empathy and Emotional contagion (items 3 and 7) assesses the extent to which individuals emotionally contagious and attuned to others;
- 6) Understanding other's emotion and feelings. (items 10, 12 and 13) describes the capacity of the individuals understand the emotions and feelings of the people with whom they relate.

The missing-values, all MCAR (completely random) and less than 3%, were replaced by the Expectation Maximization method (Kline, 2011). The factorial validity of ALQ was evaluated through the analysis of the confirmatory factor with AMOS (Arbuckle, 2013), which is the most similar evaluation method (Jöreskog & Sörbom, 2004). The composite reliability elements and the mean variation extracted for each factor were evaluated according to Fornell and Larcker (1981).

In the samples, the values of asymmetry and kurtosis do not show values that deviate excessively from the values considered adequate for the assumption of the normality assumption (Kline, 2011), since we obtained values of sk <2 and of ku <3. The quality Of the adjustment is evaluated through X2 (Loehlin, 2004), NFI (Bentler & Bonett, 1980), CFI (Bentler, 1990), SRMR (Hu & Bentler, 1999), and RMSEA (Steiger, 1990), comparing Of reference (Arbuckle, 2013, Kline, 2011). Reliability was estimated by Cronbach's alpha (Cronbach, 1951).

The PsyCap has been applied in several countries with varied samples, having reproduced the factorial structure proposed by the authors (Mónico, L. S., Mellão, N., Nobre-Lima, L., Parreira, P., & Carvalho, C, 2016).

Validity and reliability studies

Workaholism

To evaluate workaholism we used the Workaholism Battery (WorkBAT) proposed by Spence and Robbins (1992). The WorkBAT, in its original version, is composed of 25 items with different aspects of the relationship of employees with work and with the use of free time. Andreassen, Hetland and Pallesen (2010) reduced the scale to 14 items, being the reduced version used in this study. The Workaholism Battery assesses the degree of workaholism of participants, based on three different dimension – job involvement, impulse for work and pleasure at work (Spence & Robbins,1992). An example of a job involvement item is "I feel guilty when I miss work", an example of an item of pleasure at work is "I work more than is waited for

















me closely for its fun" and for impulse at work is "I often feel that there is something inside me that makes me work" Items were completed on a Likert scale of five points, ranging from 1 (strongly disagree) to 5 (strongly agree) (Andreassen, Hetland & Pallesen, 2010).

Despite WorkBat scale has been applied in Portugal in its full version in 2012 (De Sousa, Mónico, & Castro, 2012), remains the need to examine the psychometric properties of its reduced version. To that end, since this version was never applied to samples of the Portuguese population, was held one Exploratory Factor Analysis (EFA). For this purpose, the sample was divided into 60% of the subjects (n = 180) randomly selected from the total sample and subjected to analysis in main components (PCA) with Varimax orthogonal rotation. The factorability data matrix was assessed by measurement of Kaiser-Meyer-Olkin (KMO) and the application of Bartlett's test of sphericity.

The results indicated good correlation matrix of factorability, since the KMO proved greater than .70 (KMO = .788) and Bartlett's test showed sphericity X^2 (91) = 773.90, p <.001. Based on the criterion of eigenvalues higher than one and given the scree plot were extracted three factors, accounting for 50.05% of the total variability and reproduced the factor structure proposed by Andreassen, Hetland and Pallesen (2010): F1 - Pleasure at work; F2 - Impulse to work and F3 - Involvement with the work.

Subsequently was performed a Confirmatory Factor Analysis (CFA) to the factor structure obtained in the ACP, with the remaining 40% of the sample (n = 120). The quality of the overall adjustment was implemented by the NFI ratios, SRMR, TLI, CFI, RMSEA and X^2 / DF, taking into account their respective reference values.

The global scale of workaholism has Reliability (R) = 0.93 and Cronbach's alpha (α) = 0.77; the first dimension R=0.83, external variance (e.v.)= 0.41 and (α = 0.83); the second R=0.47, e.v.=0.20 and (α =0.71); the third has R=0.27, e.v.= 0.12 and (α =0.52).

Table 2. Fit indices obtained in the factorial validity of the dimensions of WorkBat scale (N = 300)

Scales	X²/df	NFI	CFI	TLI	SRMR	RMSEA	90% CI
Model 1	1.832	.803	.896	.865	.089	.084	.060106
Model 2	2.898	.839	.887	.857	.086	.080.	.067092

















In model 1, given the modification indexes and further analysed the theoretical plausibility of changes, the residual variability of Items 14 and 18 were correlated (IM = 46.40). The results obtained from 120 subjects with AFC in general, showed an acceptable fit. It conducted a posteriori, a confirmatory factor analysis with the total sample (N = 300) - Model 2. The quality of the overall adjustment of factor models was analyzed by the same indices (NFI, SRMR, TLI, CFI, RMSEA and X^2 /DF), In general, the model showed an acceptable fit. The standardized regression weights varied between .24 and .78.

Psychological Capital

To investigate the variable "Psychological Capital" we used the Psychological Capital Questionnaire (PsyCap Questionnaire – PCQ), developed the first time by Luthans, Youssef and Avolio (2007), translated and adapted to the Portuguese context by Machado (2008). The instrument contains 24 items, six for each of the four dimensions - Self-efficacy, Hope, Resilience and Optimism. The first six evaluate the Self-Efficacy. an example of item is: "I feel confident when I look for a solution for a long-term problem". The next six items evaluate Hope, this is an example of the item: "If I found myself in a difficult situation at work, I could think of many ways to get out of it". The following six items assess Resilience, with questions like these: "In one way or another, I generally can well manage the difficulties at work", and the last six evaluate Optimism, and this is an example of these item: "When things are so uncertain for me at work, I usually expect the best". The PsyCap Questionnaire evaluates the four dimensions alone, and the Psychological Capital like a single variable (Luthans et al., 2007). This questionnaire assesses the degree of agreement of the participants in a Likert scale with 6 points from 1 (strongly disagree) to 6 (strongly agree), in which three of these items are reversed.

To validate the PsyCap Questionnaire we perform a Confirmatory Factor Analysis (CFA) using the program. The quality of the overall adjustment of factorial designs was evaluated by indices NFI, SRMR, TLI, CFI, RMSEA and X^2 / DF, taking into account their respective reference values. The psychometric properties of this scale have been validated, in this sample, by Mónico, Pais, Santos and Santos (2014).

In Table 3, can be observed the adjustment indices tetrahydro-factorial model of psychological capital.

















Table 3. Fit indices of PsyCap Questionnaire (N = 300)

Scales	X²/df	NFI	CFI	TLI	SRMR	RMSEA	90% CI
Model 1	2.67	.82	.88	.87	.06	.08	.068082
Model 2	2.32	.85	.91	.89	.06	.07	.059074

According to the above adjustment indices, the Model 1 showed good levels in all values, except for TLI, SCI and RMSEA, in which the adjustment is shown only acceptable. These values were increased in model 2 when, in view of the modification indices that may indicate location adjustment problems (and after analyzing the theoretical plausibility of the modifications), correlated residual variabilities associated with items 10 and 12 (IM = 37.46), items 20 and 23 (IM = 32.01) and items 7 and 10 (IM = 26.36). Thus, it can be concluded that the 2^{nd} order of psychological capital model was reproduced with good adjustment at the original model proposed by Luthans, Youssef, and Avolio (2007). Reliability (R) for the global dimension of PsyCap is 0.75 and Cronbach's alpha (α = 0.92); for the first dimension R= 0.86, external variance (e.v. = 0.51) and (α = 0.89); for the second R= 0.79, e.v. = 0.39 and (α = 0.82), the third dimension has R= 0.75, e.v.= 0.34 and (α =0.77); the fourth dimension has R=0.69, e.v.= 0.32 and (α =0.68).

Emotional Intelligence

To evaluate the Emotional Intelligence we used the measure proposed by Rego et al. (2007), developed previously by Rego and Fernandes (2005).

Participants were asked to respond to 23 items in a Likert scale of seven points from 1 (statement does not apply absolutely nothing to me) to 7 (the statement applies completely to me), some collected from the reference literature, others developed by the authors (Rego et al, 2007). The final adjusted model comprises 17 items, grouped into six factors (Rego and Fernandes, 2005):

- Understanding own emotions
 "I understand my feelings and emotions"
- 2) Self-control versus criticism
 - "I don't feel good when someone give me a negative feedback"
- 3) Self- encouragement
 - "I usually set goals for myself"
- 4) Emotional self-control
 - "I can really control my own emotions"
- 5) Empathy and emotional contagion

















"I feel good when a friend of mine get a compliment"

6) Understanding other's emotion and feelings.

"I can understand the emotions and feelings of my friends watching their behaviour".

According to the authors, this factor structure showed good psychometric properties, since item's loadings were greater than 0.50 (Rego and Fernandes, 2005a). Fit indices to the hexafactorial model of Emotional Intelligence Scale, calculated from our sample, are indicated in Table 4. We note that the model reproduces an adjusted basis the factor structure proposed by Rego and Fernandes (2005b).

Cronbach's Alpha (α) for the global dimension of Emotional intelligence is 0.87 and the reliability (R) is 0.95; for the first dimension ($\alpha=0.76$) the external variance (e.v.) is 0.51 and R=0.76; in the second ($\alpha=0.81$), e.v = 0.61 and R=0.81; for the third dimension ($\alpha=0.78$) and the e.v. = 0.52 and R=0.78; for the fourth ($\alpha=0.77$) e.v. = 0.52 and R=0.77; for the fifth ($\alpha=0.82$), e.v. = 0.47 and R=0.82; for the sixth dimension ($\alpha=0.79$ e.v.= 0.59 and R=0.79

Table 4. Fit Indices of Emotional Intelligence Scale (N = 300)

Scales	X ² /df	CFI	NFI	TLI	SRMR	RMSEA	90% IC
Model 1	2.325	.935	.893	.915	.057	.067	.322626

Reliability

Regarding the WorkBat, the composed reliability indexes for the impulse to work (.47) and involvement with work (.27) are shown lower values than the values considered in the literature as good indicators. Despite this, the remaining composed reliability indexes are acceptable. Regarding the extracted variance (EV) values are lower than the values considered as good indicators of extracted variance. The values of Cronbach's alpha for the dimensions of the WorkBAT scale ranged acceptable reliability indicators ($\alpha = .77$).

According to the literature, the values equal to or greater than .70 for the composite reliability (R) indicate excellent rates (Hair, Anderson, Tatham, & Black, 2008).

















Since coefficients equal to or greater than .50 will be considered as good indicators for the extracted variance (Bagozzi & Yi, 1988). Finally, with regard to the internal consistency will be good indicators higher coefficients .80, and the values that comprise between .70-.80 are acceptable indicators (Hair, Anderson, Tatham, & Black, 2008).

Concerning the PsyCap Questionnaire, the Cronbach's alpha for the total scale of psychological capital ($\alpha = .92$) is indicative of a great reliability.

Hair et al. (2008) indicate that values equal or higher than 0.70 for the composite reliability are excellent levels of reliability, so for the global scale of Emotional intelligence Scale we have excellent level of reliability ($\alpha = .95$).

3. Results

Regarding the WorkBat, the values of mean scores ranged from 1.50 (minimum) and 4.71 (maximum), and the mean of responses (M) 3.03 and the standard deviation (SD) of 0.53. The dimension with the highest average score was the involvement with the work, then the impulse for work and pleasure at work. Concerning the PsyCap Questionnaire, the response values ranged from 1.96 (minimum) and 6 (maximum), with a mean (M) of 4.52 and a standard deviation responses (SD) of .62. The dimension with the highest average score was the self-efficacy, followed by hope, resilience and optimism.

In relation to global scale of the emotional intelligence, the responses values ranged from 3.29 (minimum) to 7 (maximum), with a mean of 05.06 answers. The dimension of Emotional Intelligence with a higher mean score was Empathy and Emotional Contagion, followed by Understanding own emotions, and understanding of other emotions.

Table 5. Means (M), standard-deviations (SD), and intercorelation matrix between workaholism, psychological capital and emotional intelligence

	Min Max	М	SD1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
WKH_global (1)	1,50 4,71	3,03	.53 1	.54**	.64**	.81**	.42**	.41**	.43**	.33**	.28**	.30**	.20**	054	.40**	.26**	.17**	.25**
														**				
WKH_F1 (2)	1,00 5,00	2,72	.74	1	.34**	.17**	.32**	.33**	.26**	.25**	.20**	.31**	.17**	.00	.40**	.22**	.20**	.26**
WKH_F2 (3)	1,00 5,00	3,07	.79		1	.15*	.10	.14*	.15**	.11	05	.01	029	16 **	* .24**	.00	.02	.00











Erasmus	ucation a						**** ****	* *	F	=r	a	sr	Y	ור	IS	+				MAS	VC	PIN	-P VORK,
						8							-							ONAL ANI			YCHOLOGY
WKH_F3 (4)		5,00							1									.24**			.29**		.26**
PC_global (5)		6,00									1							.50**			.47**		
PC_F1 (6)		6,00										1						.46**			.42**		
PC_F2 (7)	1,33	6,00) 4,6	1 .	4									1	.62**	.65**	.50**	.44**	.12*	.54**	.36**	.27**	.31**
PC_F3 (8)	2,17	6,00) 4,4	9 .7	0										1	.53**	.44**	.40**	.09	.41**	.35**	.24**	.28**
PC_F4 (9)	1,67	6,00) 4,3	2 .6	i9											1	.54**	.41**	.21**	.38**	.48**	.32**	.34**
EI_global (10)	3,29	7,00	5,0	6 .6	i9												1	.75**	.50**	.68**	.69**	.65**	.77**
EI_F1 (11)	1,00	7,00	5,2	3 .9	19													1	.12*	.52**	.45**	.44**	.58**
EI_F2 (12)	1,33	7,00) 4,6	5 1	,14														1	.06	.24**	.25**	.23**
EI_F3 (13)	2,33	7,00) 4,6	5 1	,14															1	.33**	.41**	.52**
EI_F4 (14)	1,00	7,00	0 4,2	8 1	,17																1	.26**	.37**
EI_F5 (15)	2,00	7,00	5,6	6 1	,03																	1	.52**
EI_F6 (16)	2,00	7,00	5,1	8 .9	13																		1
Gender						041	009	05	6	037	7												
Age						001	033	.00	9	.066	5												
Years of work						.044	.010	.01	0	.117*	:												
Leadership					.2	223***	.171**	.10	7	.201**	•												
Organization dimensions Salary						046 .088	009 .060	09		008 .168**													
Education						.051	.134*	.145	-	.090)												
Businessman						.162**	.104	.11	3	.142*													
Professional						.113*	.142*	01	8	.074	ı												
State worker						079	.010		4	117	7												
Worker for others						110	165 **			031	l												
Student-worker						.052	.074	00	4	.005	5												

^{**}p<.001 *p<.01

Note: * p <0.01, ** p <0.001; WKH_Global: Global Scale Workaholism; WKH_F1: Involvement; WKH_F2: Impulse; WKH_F3:Pleasure at work; CP_Global Global Scale of Psychological Capital; CP_F1: Self-efficacy; CP_F2: Hope; CP_F3: Resilience; CP_F4: Optimism;EI_Global: Global Scale Emotional Intelligence; EI_F1:Understanding own emotions;EI_F2:Self in the face of criticism;EI_F3:Self-Encouragment;EI_F4:Emotional Self-control;EI_F5:Empathy and emotional contagion;EI_F6:Understandings other's emotions and feelings.

With regard to the matrix Intercorrelations (Table 5), it is notable that the majority of the correlations between the variables present and respective factors were statistically significant except for the correlations between the impulse to work and the global psychological capital scale (r = .108), the impulse to work and resilience (r = .108), the impulse to work and optimism (r = -.054) and the impulse to work is not statistically significant also with the global emotional intelligence scale (r = .01).

















Since the classification Cohen (1988 the high correlations are higher than .50 moderate correlations are between .30 and .50, the low of .10 and .30 and .10 to zero correlations), the correlation between the global scales of the instruments has shown to be positive and moderate (r = .439, p <.001), sharing 19.3% of the variability (r^2). The correlations between the global psychological capital and pleasure at work (r = .431, $r^2 = .186$) and involvement with work (r = .316, $r^2 = .010$) were positive and moderate, and the correlation between the global psychological capital and the impulse to work (r = .108, $r^2 = .012$) revealed to be low, although positive.

According to the criteria defined by Cohen (1988), the correlations between the factors of the Psychological Capital scale were low to moderate, and moderate correlations occurred between pleasure at work and self-efficacy (r = .372, $r^2 = 13.8\%$), pleasure at work and hope (r = .413, $r^2 = 17.1\%$), pleasure at work and optimism (r = .371, $r^2 = 13.8\%$), and involvement with work and self-efficacy (r = .329, $r^2 = 10.8\%$).

The low correlations have occurred between the impulse to work and self-efficacy (r = .136, $r^2 = 1.8\%$), the impulse to work and hope (r = .159, $r^2 = 2.5\%$), the impulse to work and resilience (r = .108, $r^2 = 1.2\%$), involvement with work and hope (r = .271, $r^2 = 7.4\%$), engagement with the work and resilience (r = .250, $r^2 = 6.3\%$); involvement with work and optimism (r = .202, $r^2 = 4.1\%$), and between pleasure at work and resilience (r = .293, $r^2 = 8.6\%$).

According to the criteria defined by Cohen (1988), the correlations between the factors of the Emotional Intelligence scale were low to moderate, and moderate correlation occurred between workaholism global and self-encouragement (r=.40), between involvement to work and self-encouragement (r=.40), between involvement to work and Emotional intelligence global (r=.31) and between pleasure to work and Emotional intelligence global (r=.32). There is also a significant negative correlation, is a weak correlation, between impulse to work and self in the face to criticism (r=.16).

Subsequently, in order to carry out the statistical control of sociodemographic variables that were associated with the criterion variable (workaholism), were inserted into the Intercorrelations Matrix, the correlations of sociodemographic variables with the criterion variables. In this sense, and when analyzing Table 6, it was found that the correlations between pleasure at work and leadership, education, liberal

















businessman profession and work for others were statistically significant. For the impulse to work, the sociodemographic variables that were statistically significant were the level of education and be state worker. The third factor - work involvement - demonstrated a statistically significant correlation with the years of work, leadership, education, work as a professional and work for others.

Psychological Capital and Emotional Intelligence as predictors of Workaholism.

In order to understand whether the workaholism can be predicted from the dimensions of psychological capital and emotional intelligence, it was conducted a Hierarchical Multiple Regression Analysis. This analysis allowed testing which dimensions of psychological capital and emotional intelligence, after statistical control of the influence of sociodemographic variables, had an effect on workaholism. In this sense, the dimensions of psychological capital and emotional intelligence and the sociodemographic variables that proved significant results were considered as predictor variables, and the global scale of workaholism, as well as each of its constituent factors, as criterion variables. In Table 6 are presented the results of the Hierarchical Multiple Regression Analysis of psychological capital and emotional intelligence as predictors of workaholism (final model).

Hierarchical Multiple Regression Analysis

Table 6: Hierarchical Multiple Regression Analysis of Psychological Capital and Emotional Intelligence as predictors of Workaholism

Variable	R	R^2	$R^2_{\rm adj}$	ΔR^2	b	SE	β	t
	WKH_F1	(involve	ement) F	F(14,268) = 5.47,	p < .001		
Model 2	,471	,222	,182	,165				
Leadership					.204	.090	.136	2.265*
Education					.045	.050	.052	0.904
Professional					.348	.210	.093	1.659
Worker for others					.125	.083	.090	1.512
PC_F1					.059	.078	.066	0.761
PC_F2					.036	.081	.038	0.446
PC_F3					.042	.075	.042	0.559
PC_F4					013	.080	013	-0.167











Education and Culture Erasmus Mundus	* * * * * * * * *	Er	asm	nus-	F	MA ORGANIZATIONAL AI	NOP- STER IN WOI
EI_F1				102	.052	145	-1.953
EI_F2				035	.035	059	-1.004
EI_F3				.227	.058	.308	3.930***
EI_F4				.054	.040	.092	1.365
EI_F5				.015	.045	.022	0.326
EI_F6				.065	.057	.087	1.144
	WKH_F2 (imp	oulse) F(1	2,269) =	4.55, p	< .001		
Model 2	,411 ,169	,132	,142				
Education				128	.059	130	-2.162*
State workers				101	.113	052	-0.888
PC_F1				010	.090	010	-0.117
PC_F2				.171	.095	.161	1.801
PC_F3				.101	.087	.089	1.162
PC_F4				198	.093	176	-2.142*
EI_F1				139	.061	175	-2.275*
EI_F2				113	.041	165	-2.754**
EI_F3				.241	.068	.285	3.553***
EI_F4				.017	.047	.026	0.373
EI_F5				.049	.053	.064	0.924
EI_F6				022	.067	026	-0.327
	MIZI - FO (-1	\ - -(4	4.5.000\	5.00	004		
Madala	WKH_F3 (plea	, ,	,	: 5.03, p	< .001		
Model 2 Years of work	,472 ,223	,179	,199				
Leadership				002	.004	033	-0.539
Salary				.153	.117	.096	1.306
Businessman				037	.045	051	-0.806
State worker				083	.152	038	-0.547
PC_F1				013	.113	007	-0.115
PC_F2				.054	.082	.058	0.663
PC_F3				.272	.086	.277	3.155**
PC_F4				096	.082	091	-1.179
EI_F1				.193	.085	.183	2.267*
EI_F2				046	.057	061	-0.803
EI_F3				030	.038	047	-0.796
EI_F4				034	.061	044	-0.559
EI_F5				.050	.042	.079	1.172
EI_F6				.002	.048	.002	0.033
-				.125	.060	.158	2.084*

















Note: Regression coefficients are based on the latest stage of the regression process: non-standardized regression coefficients (B), standard error (SE), Standardized Regression Coefficients (β), t-value (t) and significance (p). * P < 0.05, ** p < 0.01, *** p < 0.001; WKH_Global: Global Scale Workaholism; WKH_F1: Involvement; WKH_F2: Impulse; WKH_F3:Pleasure at work; PC_Global Global Scale of Psychological Capital; PC_F1: Self-efficacy; PC_F2: Hope; PC_F3: Resilience; PC_F4: Optimism; EI_Global: Global Scale Emotional Intelligence; EI_F1:Understanding own emotions;EI_F2:Self in the face of criticism;EI_F3:Self-Encouragment;EI_F4:Emotional Self-control;EI_F5:Empathy and emotional contagion;EI_F6:Understandings other's emotions and feelings.

After statistical control of sociodemographic variables that were related with workaholism dimensions, we observed that not all the characterizing dimensions of psychological capital and emotional intelligence had the same importance in increasing workaholism's dimensions. The dimensions that are significant positive relation to the work involvement are the leadership and self-encouragement. After the statistical control for the role of leader, only the Self-Encouragement was a significant predictor. The model explain 22.2% of the variability in this factor.

After the statistical control, for the impulse to work (drive) we found negative predictors, like education, optimism, understanding own emotions and self in the face of criticism and the only positive predictor was self-encouragement. The model explain 17% of the variability in this factor.

After the statistical control for the third dimension of the workaholism, the pleasure to work, we found positive predictors like hope and optimism and understanding other's emotions and feelings. This model explain 22.3% of the variability in this factor.

Cluster analysis and relationship between PsyCap and EI in each profile of workers.

Based on the proposal of Spence and Robbins (1992) and Buelens and Poelmans (2004) employees profiles, we made a cluster analysis. It was intended to verify that the combination of different clusters based on the dimensions of workaholism scale defines the profiles of employees proposed by the aforementioned authors.

The cluster analysis to the first dimension of workaholism - pleasure at work - resulted in three clusters with a good quality discriminative. The first cluster

















corresponds to 41.3% of the subjects with low pleasure at work. The second cluster represented 35% of subjects with moderate pleasure at work. In the last cluster 23.7% of the subjects had high pleasure at work. In order to facilitate reading the data, the second aforementioned clusters were divided according to this cluster punctuation, being the lower scores (below the average of this cluster) grouped into the employees' cluster with less pleasure at work and the higher scores (above the average of this cluster) grouped into the employees' cluster with more pleasure at work. For the second dimension of workaholism - impulse to work - and assuming a good quality discriminative, resulted in four clusters. The first cluster corresponding to 19.3% of the subjects with low impulse to work; the second represented 34.7% of subjects with low or moderate impulse to work; the third cluster represented 36.3% of subjects with a push to moderate and high impulse to work; and the last cluster represented 9.7% of the subjects with high impulse to work. For the purpose of creation of workaholism profiles, the first two clusters were added to represent the employees with low impulse to work, while the last two were added to represent the high impulse to work. For work involvement - the third dimension of workaholism - resulted in two clusters, with a good quality discriminative. The first cluster represented 42.7% of employees with low work involvement and the second added 57.3% of the subjects involved in the work.

So for each dimension of workaholism scale, and since some clusters were aggregated, they remain two clusters - one representing low values and high values other to translate the size in question. Next we analysed the clusters combinations in each dimension resulting profiles of the eight workers characterized below according to PC and EI dimensions and global scale- means and standard deviations (Table 7) and intercorrelations (Table 8).

In both the global scale of EI and PCs, there were statistically significant relationships between the profiles of workers, F (7, 287) = 4.75, p <.001 for EI and F (7, 278) = 6.42, p <.001 for the PC. The realization of multiple comparison tests using the Bonferroni procedure indicated the existence of differences in the global scale of EI and PC in the different profiles, as can be seen in table 7. We found that the Enthusiastic addicts have the means of EI and CP significantly higher than Disenchanted workers and Unengaged workers. Work Enthusiasts have the means of Psychological Capital significantly higher than the Reluctant Hard workers, the

















Alienated Professional, the Disenchanted workers, the Relaxed workers and the Unengaged workers. We found also that Work Enthusiasts have the mean of Emotional Intelligence significantly higher than Work Addicts, Disenchanted workers and Unengaged workers.

Table 7. Means (M) and standard-deviations (SD) for PsyCap and EI in each profile of workers

	Enhus add		c W.		V. ısiasts	Reluct		Alien		Disenc		Relaxed w.	Uner	ngaged	Significant differences in each profile
	(n =	39)	(n = 82)	(n =	= 10)	(n=	39)	(n=	21)	w. (n	1=45)	(n=16)	W. (1	n=47)	(global scale of PC and EI)
	M	SD	M SD	M	SD	M	SD	M	SD	M	SD	M SD	M	SD	
PC_gl	4.90	.60	4.57 .52	5.27	.38	4.50	.67	4.47	.55	4.36	.54	4.45 .50	4.27	.63	Enthusiastic vs Disenchnted workers***
PC_F1	5.17	.67	4.70 .80	5.41	.51	4.70	.90	4.63	.65	4.41	.71	4.50 .64	4.36	.91	Enthusiastic vs Unengaged workers***
PC_F2	5.01	.68	4.70 .68	5.41	.47	4.42	.82	4.47	.73	4.50	.75	4.57 .60	4.33	.71	work enthusiast vs work Addicts**
PC_F3	4.80	71	4.51 .64	5.25	.60	4.50	.77	4.44	<i>6</i> 1	4.40	.56	4.36 .70	4.20	.70	work enthusiast vs Reluctant hard
rc_rs	4.60	./1	4.31.04	3.23	.00	4.50	.//	4.44	.01	4.40	.50	4.30 .70	4.20	.70	worker**
PC F4	4.61	67	4.27 .64	5.03	.48	4.33	.62	4.35	65	4.14	70	4.37 .57	1 15	.76	work enthusiast vs Alienated
10_14	4.01	.07	4.27.04	3.03	.40	4.33	.02	4.33	.03	4.14	.70	4.57.57	4.13	.70	professional**
															work enthusiast vs Disenchanted
															workers***
															work enthusiast vs Relaxed workers*
															work enthusiast vs Unengaged
															workers***
EI_gl	5.36	.57	5.07 .62	5.84	.50	5.13	.81	5.04	.89	4.82	.62	5.02 .59	4.80	.66	
EI_F1	5.57	.86	5.201.02	2 5.93	.88	5.30	1.3	5.11	1.00	4.94	.81	5.56 .74	5.00	.83	Enthusiastic vs Disenchnted workers**
EI_F2	4.54	1.2	4.551.13	3 5.23	1.00	4.62	1.2	4.60	1.57	4.77	.94	4.891.05	4.61	1.12	Enthusiastic vs Unengaged workers**
EI_F3	6.13	.77	5.78 .87	6.10	.86	5.60	.85	5.41	.98	5.22	.82	5.50 .92	5.00	.97	work enthusiast vs work Addicts*
EL E4	1.65	1.1	4 261 21	1 5 2 6	6 5	1 12	1.25	4 44	1 10	2.07	00	2 721 24	1.05	1.00	work enthusiast vs Disenchanted
EI_F4	4.65	1.1	4.261.21	3.30	.03	4.42	1.25	4.44	1.18	3.97	.98	3.731.34	4.05	1.06	workers***
DI D <i>E</i>	6.00	1.0	5.74 .90	6 60	.87	5.61	1.04	5 60	1 22	5.44	1.04	5.43 .87	5 12	1 15	work enthusiast vs Unengaged
EI_F5	6.00	1.0	5.74.90	0.00	.6/	3.01	1.04	3.00	1.22	3.44	1.04	5.45.8/	3.42	1.13	workers***
EI_F6	5.51	.78	5.14 .87	6.00	.66	5.33	.90	5.30	1.13	4.80	.91	5.12 .95	5.00	.96	

^{*} p<.05; ** p<.01 *** p \leq .001

Table 8. intercorrelations between psychological capital and emotional intelligence in each profile of workers

		EI_global	EI_F1	EI_F2	EI_F3	EI_F4	EI_F5	EI_F6
	PC_global	.53**	.36*	.22	.48*	.40*	.08	.39*
Enthusiastic	PC_F1	.41*	.38*	.15	.36*	.31	006	.25
addicts	PC_F2	.34*	.25	.02	.58**	.33*	09	.15
	PC_F3	.36*	.27	.22	.36*	.33*	12	.12











Education and	d Culture	****				W	OP-	P
Erasmus Mun		****	Erasn	nust	-	MAST	ER IN WOR	₹K,
Liasilias iviali	PC_F4	.55**	.28	.28	.39*	ANIZATIONAL AND PI .48*	.14	.34*
	PC_global	.32*	.31**	07	.30**	.30**	.20	.13
Work addicts	PC_F1	.25*	.21	13	.49**	.17	.16	.08
	PC_F2	.39**	.39	.02	.40	.26	.21	.18
	PC_F3	.20	.21	05	.18	.16	.19	.06
	PC_F4	.43**	.36**	.13	.12	.42**	.20	.22*
	PC_global	.75*	.63*	.53	.53	.05	.50	.30
Work	PC_F1	.58	.47	.42	.75*	.01	10	.26
Enthusiasts	PC_F2	.86**	.72*	.43	.65*	05	.61	.61
	PC_F3	.38	.38	.40	.16	.13	.17	03
	PC_F4	.49	.29	.31	.03	.03	.83**	.10
	PC_global	.72**	.72**	.21	.63**	.64**	.50**	.50**
Reluctant	PC_F1	.67**	.70**	.15	.61**	.57**	.41**	.53**
Hard	PC_F2	.50**	.45**	.09	.46**	.56**	.35*	.34*
Workers	PC_F3	.60**	.65**	.21	.58**	.51**	.38*	.37*
	PC_F4	.70**	.68**	.30	.46**	.58**	.51**	.44**
	PC_global	.52*	.52*	01	.76**	.43	.52*	.41
Alienated	PC_F1	.26	.39	21	.60**	.27	.27	.10
Professional	PC_F2	.36	.40	08	.60**	.25	.37	.32
	PC_F3	.62**	.62**	.22	.70**	.27	.55*	.64*
	PC_F4	.52*	.33	.05	.65**	.64**	.56**	.32
	PC_global	.72**	.53**	.41**	.73**	.56**	.40**	.31*
Disenchanted	PC_F1	.71**	.51**	.41**	.76**	.46**	.39**	.39**
Workers	PC_F2	.65**	.50**	.45**	.68**	.44**	.39**	.23
	PC_F3	.38**	.31*	.13	.37*	.49**	.14	.09
	PC_F4	.52**	.35*	.27	.49**	.44**	.32*	.25
	PC_global	.50*	.64**	.14	.21	.18	.34	.43
Relaxed	PC_F1	.67**	.51*	.14	.37	.34	.30	.78**
Workers	PC_F2	.27	.62*	.06	.14	13	.23	.31
	PC_F3	.36	.58*	.10	.22	.01	.39	.23
	PC_F4	.26	.31	.14	09	.36	.11	.02
	PC_global	.55**	.37*	.24	.54**	.49**	.08	.51**
Unengaged	PC_F1	.58**	.41**	.04	.68**	.59**	.08	.47**
Workers	PC_F2	.46**	.36*	.21	.48**	.35*	.05	.40**
	PC_F3	.34*	.26	05	.34*	.37*	.09	.40**
	PC_F4	.47**	.24	.29	.41**	.42**	.10	.37*

Note: * *P* <0.05, ** *p* <0.01; WKH_Global: Global Scale Workaholism; WKH_F1: Involvement; WKH_F2: Impulse; WKH_F3:Pleasure at work; PC_Global Global Scale of Psychological Capital; PC_F1: Self-efficacy; PC_F2: Hope; PC_F3: Resilience; PC_F4: Optimism; EI_Global: Global Scale Emotional Intelligence; EI_F1:Understanding own emotions; EI_F2:Self in the face of criticism; EI_F3:Self-Encouragment; EI_F4:Emotional Self-control; EI_F5:Empathy and emotional contagion; EI_F6:Understandings other's emotions and feelings.

Enthusiastic addicts

According to Spence and Robbins (1992), enthusiastic addicts are employees who get high scores in all of the three dimensions of the workaholism scale. In the present

















study this group corresponded to 39 employees (13%). We wanted to investigate the intercorrelation between the Psychological Capital (global and with each four dimensions) and Emotional Intelligence (global and with each six dimensions) in this profile of workers. Despite finding some significant values, we realize that the highest value is in the correlation between PC_F2 (Hope) and EI_F3 (Self Encouragement) (r=.58) and it is a strong relation, another strong relation is between the Psychological Capital global and the Emotional Intelligence global (r=.53). We can see that we have a moderate relation between Psychological Capital global and EI_F3 (Self Encouragement) (r=.48) and EI_F4 (Emotional Self Control) (r=.40).

Work addicts

According to Spence and Robbins (1992), work addicts are employees who get high scores on the involvement with work and impulse of work and low scores on the dimension of pleasure at work. In the present study this group corresponded to 82 employees (27%) and it is the biggest group of this study. We found some significant values in this profile too, but there is only moderate correlation between the dimensions of PsyCap and EI. The highest value is in the correlation between PC_F1 (Self Efficacy), and EI_F3 (Self Encouragement) (r=.49) it is a moderate correlation.

Work Enthusiasts

Work Enthusiasts are described by Spence and Robbins (1992) as employees who have high scores on the involvement and pleasure at work and low scores in the impulse to work. In our research, enthusiastic workers corresponded to the group with 10 employees (3%). The intercorrelation between Psychological Capital global and Emotional Intelligence global was statistically significant and with a strong correlation (r=.75); There was a strong correlation between PC_F2 (Hope) and EI global (r=.86); between PC_F2 (Hope) and EI_F1 (Understanding own emotion) (r=.72); between PC_F3 (Self-Efficacy) and EI_F3 (Self Encouragement) (r=.75) and between PC_F4 (Optimism) with EI_F5 (Empathy and emotional contagion) (r=.83); PC global with EI_F1 (Understanding own emotions) (r=.63) and PC_F2 (Hope) with EI_F3 (Self Encouragement) (r=.65). This group of employees is the group with more strong correlation between Psychological Capital and Emotional Intelligence dimensions.

















Reluctant Hard Workers

According to Buelens and Poelmans (2004), the reluctant hard workers get high scores on the scale of job involvement and low scores in impulsion and pleasure with work. In this study, this group matches with 39 employees (13%). There is a strong correlation between the PC global and the EI global (r=.72); between the PC global and the EI_F1 (Understandings own emotions) (r=.72); between the PC_F1 (Self Efficacy) with the EI_F1 (Understandings own emotions) (r=.70) and between PC_F4 (Optimism) and the EI global. This is the profile with more significant correlations between the dimensions of Psychological Capital and Emotional Intelligence, except for the dimensions of EI_F2 (Self in the face of criticism).

Alienated Professional

Alienated professionals, according to Buelens and Poelmans (2004), are employees who have low scores in job involvement and high scores in the impulse and pleasure with work. In this study, this group matches with 21 employees (7%). We found significant correlations and two of these are with a strong value: PC global with EI_F3 (Self Encouragement) (r=.76) and PC_F3 (Resilience) with EI_F3 (Self Encouragement) (r=.70). In this profile all the dimensions of Psychological Capital have a strong correlation with the EI_F3 (Self Encouragement).

Disenchanted Workers

The disenchanted workers get low scores in the involvement and pleasure with work and high scores in the impulse to work (Spence & Robbins, 1992). In this investigation, the disenchanted workers match with 45 employees (15%). We found a strong correlation between PC global and EI global (r=.72); between PC_F1 (Self Efficacy) and EI global (r=.71); between EI_3 (Self Encouragement) with PC global (r=.73) and with PC_F1 (Self Efficacy) (r=.76).

Relaxed Workers

The relaxed workers represent the employees whose score is low in WorkBat both involvement in work and in impulse to work, having only high score in the dimension of pleasure at work (Spence & Robbins, 1992). This group corresponded to 16 employees (5%). The correlation between PC_F1 (Self-Efficacy) and EI_F6 (Understanding other's emotions and feelings) is the only one in this profile with a strong correlation (r=.78).

















Unengaged Workers

According to Spence and Robbins (1992), the unengaged workers are employees who have low values in all dimensions of workaholism scale. In this study, this group corresponds to 47 employees (16%). We found strong, moderate and weak correlations. The highest values was between PC_F1 (Self Efficacy) and EI_F3 (Self Encouragement) (r=.68). In these profile PC_F1 has strong and moderate correlation with all of the dimensions of EI, except for the EI_F2 (Self in the face of criticism).

From this analysis we can see that the correlation between EI_F2 (Self in the face at criticism) and the dimensions of Psychological Capital is not statistically significant in any profiles, with the only exception of the profile of Disenchanted Workers with the PC global (r=.41), PC_F1 (r=.41) and PC_F2 (r=.45) but with a weak correlation.

Instead of, we found that all the values of the correlation between PC global and EI global are statistically significant with the strongest correlation in the profile of the Work Enthusiast (r=.75). In the profile of Work Enthusiast we found the highest correlation of this analysis, between PC_4 (Optimism) and EI global (r=.86).

In EI_F4 (Emotional Self-control), despite had values statistically significant, we could not find a strong correlation between EI_F4 and all the dimensions of Psychological Capital in any profile of workaholics.

4. Discussion

This study aimed to expand the investigation of the variables in question, to analyse the psychological capital and the emotional intelligence as predictors of workaholism. We have secondary aims too: to confirm the factor structure proposed by the authors of the scales and validate a posteriori the workaholism scale, in its reduced version for the Portuguese population; analyse the effect of psychological capital and emotional intelligence in workaholism, controlling the influence of sociodemographic variables; to investigate the reliability of the proposed workers profiles, attending to the relationship between psychological capital, emotional intelligence and workaholism; analyse the influence in each dimensions of workaholism of the psychological capital, the emotional intelligence and the sociodemographic variables; and then analyse the

















differences at the level of workaholism depending on the created profiles. For this reason, was applied a scale of workaholism (Spence & Robbins, 1992) a psychological capital scale (Luthans, Youssef, & Avolio, 2007) and a scale of emotional intelligence (Rego & Fernandes, 2005) to a sample of 300 employees working in various professional activities in organizations based in Portugal. As regards the confirmation of the factor structure, all the three scales have proved adjusted with good internal consistency, with good adjustment reproducing contents models proposed by the authors. The results obtained by analysing correlations suggest the existence of a moderate positive relationship between the global psychological capital and the global scale of workaholism, and the global emotional intelligence and the global scale of workaholism. Admitting that psychological capital is a personal resource that individuals can use (Newman, Ucbasaran, Zhu, & Hirst, 2014), we can say in general that, how higher could be the dimension of Psychological Capital, higher could be the possibility of employees become workaholics. This result is consistent with the results obtained in research carried out by Pedreira and Mónico (2013). Controlling the influence of sociodemographic variables that were correlated, we analysed the effect of psychological capital and emotional intelligence in workaholism. The results from the hierarchical multiple regression analysis allow us to conclude that not all characterizing dimensions of psychological capital and emotional intelligence have the same importance in anticipation of workaholism.

It highlights the predictor role of hope and optimism, and of understanding other's emotion and feeling in the pleasure at work. Admitting that pleasure at work means the satisfaction that employees derive from the exercise of the tasks assigned to them (Andreassen, Hetland, & Pallesen, 2010), hope can influence this dimension since, according to various investigations, contribute to the satisfaction at work (Youssef & Luthans, 2007). On his turn, optimism, while cognitive feature, can positively influence the pleasure at work since it is able to reduce the symptoms of stress in the workplace (Totterdell, Wood, & Wall, 2006). According to the results, higher levels of hope, optimism and a higher capacity to understanding other's emotions and feelings anticipate higher levels of pleasure at work.

Also hope stands as a significant predictor in the impulse to work. In fact, the hope, as "positive motivational state que is based on an interactively derived sense of success

















(1) agency (goal-directed energy) and (2) pathways (planning to meet goals)" (Snyder, Irving, and Anderson 1991, p. 287, cited by Snyder, 2000), may increase the degree of internal motivation for work, and the frequency with which employees think it and, thus, provide greater thrust to work. In turn, optimism proves to be a (negative) predictor of impulsion to work. One possible explanation for this result is the interpretation as a suppression effect, as the correlation of zero order is void (Baguley, 2012). Another explanation is to consider that higher levels of optimism anticipate lower levels of impulse to work. If it is possible, however, further investigation can help to interpret this result.

Understanding own emotion, Self in the face of criticism are negative predictor of the impulse to work, so a possible explanation is that higher levels of these two dimensions of the Emotional Intelligence anticipate lower levels of impulse to work. Self-Encouragement is a positive predictor of the impulse to work, so we can explain this with the fact that this dimension can increase the internal motivation to work, so with a high level of self-encouragement employees could have high level of impulse to work.

For the dimension of Involvement with work only the leadership and self-encouragement are positive predictors. We can explain the role of the leadership with a tendency that we supposed is that an employee with high levels of leadership could be more involved in his work. This result is consistent with the study Guglielmi, Simbula, Schaufeli and Depolo (2012). According to the authors, self-efficacy and self-encouragement are personal resources that have a positive impact on labour resources, and that, in turn, has a positive impact on the job involvement. The fact that the individual trust in his abilities to mobilize the motivation, cognitive resources and courses of action necessary to perform successfully a task (Stajkovic & Luthans, 1998a), may explain the increased involvement with the work and the possibility to have more leadership.

So, about the hypothesis we can say that not only the dimensions of Psychological Capital and Emotional Intelligence are positively related with the dimensions of Workaholism. For example, we found a positive relation between involvement with work and self-encouragement, an emotional intelligence's dimension, and we may suppose that an employee that has high level of self-encouragement can be more

















involved in his work. We didn't find positive relation with any dimension of Psychological Capital in the involvement with work.

In the dimension of impulse to work we found that one dimension of Psychological Capital was negatively related, and it was the Optimism, two dimensions of Emotional Intelligence were negatively related, Understanding own emotion and self in the face of criticism, and the only dimension that was positively related with the dimension of impulse to work was Self-Encouragement.

For the third dimension of Workaholism, pleasure at work, we found two dimensions of Psychological Capital that are positively related, Hope and Optimism. We can say that an employee with high level of Optimism or Hope is able to find pleasure in his work. Also one dimension of Emotional Intelligence is positively related with pleasure at work, and it is Understanding other's emotions and feelings, so we can supposed that if an employee can understand other's emotion, maybe could work better with his colleagues and could have more pleasure at work.

The cluster analysis identified eight distinct profiles of workers. Given the classification of Spence and Robbins (1992) and Buelens and Poelmans (2004), in our study: 13% of employees were Enthusiast addicts; 27% work addicts; 3% work enthusiast; 13% reluctant hard workers; 7% alienated professional; 15% disenchanted workers; 5% relaxed workers and 16% unengaged workers.

In the profiles of the Enthusiast addicts we can see that the significant correlations are between all the dimensions of Psychological Capital (Self-Efficacy, Hope, Resilience and Optimism) and especially two dimensions of Emotional Intelligence, Self-Encouragement and Emotional Self-Control. According to the literature, we could supposed that this profile is more focused in his own work, trying to motivate himself to do his best, than in his family life.

In the profiles of the Work addicts it's interesting the fact that the Optimism has the more powerful correlation with the Emotional Intelligence global and also with one of the dimensions, the Emotional Self-Control.

In the Work Enthusiasts is the profile with the most strong correlations between Psychological Capital and Emotional Intelligence dimensions. According to the literature, in this profile we could find that high level of Psychological Capital and Emotional Intelligence may help the employee not to have health complaints, even if is a workaholic profile.

















Reluctant Hard Workers is the profile with the highest number of correlation, between the Psychological Capital and Emotional Intelligence dimensions, the exception was with the dimensions of Self in the face of criticism. This exception could be supported by the literature that describe this profile as employees with conflicts with their superiors and colleagues.

In the profile of Alienated Professional, the strongest correlation are between all the dimensions of Psychological Capital and Self-Encouragement.

In the profiles of the Disenchanted Workers we found significant strong correlations between all the dimensions of PsyCap with the Emotional Intelligence global, except for the Resilience, that has a moderate correlation with Emotional Intelligence. All the dimensions of PsyCap in this profile have strong and moderate correlation also with other dimensions of Emotional Intelligence, like Understanding own emotions, Self-Encouragement, Emotional Self-Control and Empathy and Emotional Contagion (except for the Resilience, that has not correlation). So, we can see that there is positive and good correlation between the dimension of PsyCap and the dimension of Emotional Intelligence. The only dimension of PsyCap without strong correlation is the Resilience, and the only dimensions of EI with few correlations is Understanding others' emotions and feelings.

The profile of Relaxed Workers is interesting because is the profile with the fewest numbers of correlations between the Psychological Capital and Emotional Intelligence dimensions. There are not correlations between all the dimensions of Psychological Capital and Self in the face of criticism, Self-Encouragement, Emotional Self-Control, Empathy and Emotional contagion and Understanding others' emotions and feelings (with an exception for this last dimension, there in fact a strong correlation between Self-Efficacy and Understanding others' emotions and feelings). Maybe we could supposed that a relaxed workers is not interested to the critics that could receive in the workplace, because, according to the literature, is an employee that could dedicate the most hours to private activity and is not so committed with his job. Another things that could be interesting is that this profile is the profile with the highest satisfaction with his family, so we may supposed that is for this reason the strong relation between Self-Efficacy and Understanding others 'emotion and feelings.

















The last profile, Unengaged Workers, is characterized by strong and moderate correlations between all the dimensions of the PsyCap and the Emotion Intelligence global, we can find strong and moderate correlations also between all the dimensions of PsyCap and Self-Encouragement, Emotional Self-Control and Understandings others' emotions and feelings. There are no correlations between the dimensions of the Psychological Capital and Self in the face of criticism and Empathy and Emotional contagion.

We can see that Self-Encouragement is the Emotional Intelligence dimensions with more correlations with the dimensions of Psycap. Only in few profiles there are not correlations, like in the Work addicts (with the exception of PsyCap global and Self Efficacy that have moderate correlations), in the Work Enthusiasts (but there is a strong correlation with two dimensions of Psychological Capital, Hope and Resilience), and in the Relaxed Workers that there are not correlations. We can say that Self-Encouragement, with the correlation with the dimensions of the Psychological Capital, is a good predictor of workaholism.

The dimension of Self in the face of criticism has not correlation in all the profiles, with only three moderate correlation in the profile of Disenchanted Workers, with the Psycap global, Self-Efficacy and Hope. So, we can say that the correlation between this dimension of Emotional Intelligence and the dimensions of Psychological Capital is not one of the predictor of the workaholism.

Regarding the intercorrelation between the Psychological Capital and the Emotional Intelligence in the different profiles of workers, the results were particularly relevant. It should be noted that, as far as we can ascertain, this results analysis is a pioneer and exploratory, since the literature is silent on these results.

We found supports for our hypothesis, in each profiles of workers we have found statistically significant the positive correlation between the psychological capital global and the emotional intelligence global and there are positive significant correlation also with the Psychological Capital and Emotional Intelligence dimensions in the three dimensions of the workaholism.

We found some significant differences in the means of Psychological Capital and Emotional Intelligence global in the different profiles of worker.

The profile with high mean in Psychological Capital and Emotional Intelligence was the Work Enthusiasts, that have significantly differences with the profiles of

















Reluctant Hard workers, Alienated Professional, Disenchanted workers, Relaxed workers and Unengaged workers.

5. Conclusion

As mentioned above, this study aimed to expand the investigation of the variables, to analyse the psychological capital and the emotional intelligence as a predictors of workaholism. This study was also intended to: confirm the factor structure proposed by the authors of the scales and validate workaholism scale, in its reduced version for the Portuguese population; analyse the effect of psychological capital and emotional intelligence in workaholism; investigate the executability of the proposed profiles workers, in view of the relationship between capital psychological, emotional intelligence and workaholism and, finally, to analyse the differences in the workaholism depending on the profiles created. The results obtained by correlation analysis suggest the existence of a moderate positive relationship between global scale workaholism and the global scale of psychological capital and emotional intelligence. Hierarchical multiple regression analysis allowed to realize that not all the characterizing dimensions of emotional intelligence and psychological capital have the same importance in anticipation of workaholism. The most influential predictor obtained by this analysis refers to hope, suggesting that higher levels of Hope anticipate higher levels of impulse and pleasure at work. The most influential predictor of the emotional intelligence refers to Self-Encouragement for involvement and impulse at work, suggesting that higher levels of Self-Encouragement anticipate higher level of involvement and impulse. Understanding other's emotions and feelings is the main predictor of pleasure at work, so we could supposed that a good relationship with colleagues could help to find pleasure in the workplace. And finally, the role of optimism as predictor of pleasure at work and impulse to work. According to the results, higher levels of optimism anticipate lower levels of impulse to work and higher levels of pleasure at work, we supposed that employees with an high level of Optimism, could have a tendency to have more pleasure at work than the others employees.

Like most of the researches, this also will inevitably have limitations that require our consideration. Firstly, the fact that a cross-sectional study may be one of these limitations, since the relationship between the constructs may be better understood in

















longitudinal studies. Even with regard to the limitations of the study, the data collection method - self-administered questionnaire - may be a disadvantage. Although guaranteeing the anonymity of the respondents and enhance a broad scenario research since it does not require many resources, this method has a major drawback as regards the validity of the conclusions reached. In fact, the self-administered questionnaire is subject to biases associated, for example, social desirability or even misunderstanding of the displayed items, making it difficult to establish conditions aimed at ensuring the internal validity of the research in question (Alferes, 1997).

On the other hand, the central tendency of the effect that the Likert scales are subject, may raise limitations as to ensure the internal validity of the study. In fact, the central tendency effect, respondents choose often by intermediate answers no opinion, avoiding responses to either end of the scale. At the same time, the fact that the sample has been collected, only in Portugal is also a limitation in that it cannot generalize the results obtained.

Regarding the scientific level, this research contributes not only to deepen knowledge, still scarce on these constructs, but rather to start the study of their relationship. Future investigations should follow the path pioneered this work, preparing studies to clarify the results obtained, the explanation of which in some cases remains open. At the same time, important to understand the results obtained in this study confirm and generalize to other national and international samples.

It should also be noted that, in addition to its relevance to theoretical level, these results are of great importance to the practical level, in that it can serve as a basis for enhancing the satisfaction and quality of life of employees with their work and improve organizational results of the company in which they work.

















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