

BALANCING THE SCALE: EXPLORING THE MEDIATING ROLE OF WORK ENGAGEMENT AND WORKAHOLISM IN THE RELATIONSHIP BETWEEN SOCIAL SUPPORT AND PERCEIVED STRESS IN PAKISTAN'S BANKING SECTOR

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ABSTRACT

This study investigates the dual role of work engagement and workaholism as mediators in the relationship between work-related social support and perceived stress among employees in Pakistan's banking sector. Drawing upon the Self-Determination Theory and the Job Demands-Resources (JD-R) model, the research explores how three distinct sources of social support—perceived organizational support, supervisor support, and coworker support—affect employee stress levels through different pathways. Data were collected from 354 bank employees via a structured questionnaire and analysed using SPSS. Results reveal that while supervisor and co-worker support significantly enhance work engagement and reduce workaholism, organizational support exhibits a weaker influence. Work engagement is associated with lower perceived stress, whereas workaholism intensifies stress. The findings underscore the nuanced impact of proximal (supervisor, co-worker) versus distal (organizational) support sources, offering critical insights for HR managers aiming to mitigate workplace stress. This study contributes to the social support literature by identifying key mediators and offering practical strategies for stress reduction in high-demand service environments.

INTRODUCTION

Background: During the last twenty years stress has developed into a significant organizational problem. The open stress experience describes when a person faces a desired situation with uncertain but specific results associated with what they want. According to Selye (1936), stress entered the scientific domain first. The essence of stress lies in the pressure or heavy burden which society places upon someone who exposes their true identity against these forces. Under the HSE (Health Safety Executive Uk), stress emerges when individuals react negatively to overwhelming demands and different forms of requests placed

upon them. The stress level increases whenever people experience demanding situations beyond their management capabilities. A certain amount of stress has uplifting results while other amounts create adverse outcomes. HSE defines stress as a different condition from weight. People consider stress to be a beneficial factor that enhances their performance in life. All competitors require stress in order to succeed as shown by actor experiences on-stage and screen. The difficulties emerge because our sources of stress become either too monotonous without enough time for improvement or because a single major stress

factor becomes too overwhelming for us despite our adjusting abilities. Image Stress represents the state where people acknowledge their abilities fall short of handling situation requirements or responsibilities. Organizations using work engagement as a positive employee outcome need to limit their stress requirements because extended periods of demanding stress without relief may trigger mental and physical and behavioral symptoms as documented by Stress & Safety Official UK.

Workaholism remains one of the few work-related behaviors which exceeds beyond most people's expectations and simultaneously produces adverse effects on interpersonal relationships.

The country attempts relentless development while dealing with underdevelopment since it benefits from sufficient human resources that make up most of its workforce. With one hundred thousand workers and employees, Pakistan has not successfully created competitive advantages its large workforce should theoretically allow. Most people in Pakistan's urban regions maintain employment links with both private and public organizations though these organizations practice varied human resource management practices yet they continuously experience employee stress-related problems which cause performance and cost-related consequences for their operations. This study will benefit Pakistan-based organizations by addressing employee stress perceptions linked to social support when two working hard traits of work engagement and workaholism act as mediators in employee performance and organizational productivity.

Research will investigate social support effects on perceived stress through work engagement and workaholism in different Banks operating across Pakistan to help authors find optimal PS approaches for organizations and their employees. This study will make substantial contributions to existing body of knowledge in management sciences as well as serve as a practical guide for Banks in Pakistan to enhance their employee performance through social support implementation.

The Baking sector of Pakistan needs this guideline to enhance employee work behavior and performance through work-related social support.

1.2 Statement of the Problem

Stress exists as a widespread rising issue throughout the entire world. Current global health and safety challenges include work and stress relationships which according to the World Stress Organization (WHO) will become one of the primary causes of disabilities during 2020. Numerous researchers show that stress constitutes between 50% and 60% of all lost working days according to Palmer (2004). The expenses related to work stress account for most budgeted sick salary and lost productivity and well-being care and lawsuit costs that impact the national economy. (Palmer et al. 2004).

Stress operates as a performance enhancer for achieving outcomes although consistent stress demonstrates destructive effects on performance levels. The various origins of perceived stress affect people differently as they experience mental distress in particular ways. The evolution of the world has led to increased workload demands on all working populations through reduced employee count and business expansion projects. Business-related stress results from the need for higher job flexibility together with employee contractual temporariness and occupational vulnerability and growing job workload and increased workplace pressure and personal life imbalance. Even though the relation between social support Research regarding stress effects on employee welfare and job performance quality has established solid findings (Dollard and Metzer, 1999).

The assignment of stress grew into a major organizational problem during the last ten years. The representatives who experience Perceived Stress show more stress factors combined with poor motivational practices and reduced income and safety at work. The organizations have weakened standing when it comes to achieving success in an aggressive business environment that creates stress among workers. Situations that disrupt people from their normal life activities qualify as stressful conditions according to Thoits (1986). Research has documented strong correlations between stress-related experiences and employment satisfaction that leads to broad indicators of poor life quality (McLaney 1989). Larger amounts of reported stress create significant occupational challenges. Associations rely overwhelmingly on their employees so they should not handle them as robotic assets.

Obviously representatives who work in peaceful condition are more gainful and end up being esteemed resources for an association; however, when the associations are not dedicated with their representatives' stretch, this outcome in expanded truancy, turnover, work insufficiency and generally lawful monetary harms (Muhammad Rizwan 2010). In the results, explain the two unique sorts of working hard have been famous which is positive form named work engagement and negative form named workaholism (Schaufeli et al., 2008). When employees rate their jobs as stressful, they face larger risks of workplace distress, low motivation, reduced productivity levels and compromised workplace safety. The organizations face limited prospects to succeed in a competitive market due to stressed employees. Stressful According to Thoits (1986), stressful circumstances represent situations or conditions which prevent people from performing their routine activities. Various research studies have shown that going through such stress leads to lower scores on both job satisfaction evaluations and overall measurements of wellbeing (McLaney 1989).

Large amounts of perceived stress now present themselves as a primary work-related challenge. Organizations heavily depend on their workforce since workers represent their maximum valuable resource which requires personal treatment rather than robotic handling. Basically, employees who work in calm condition are more profitable and end up being esteemed resources for an organization; however, when the organization is not dedicated with their workers' push, this outcome in expanded non-appearance, turnover, work ineffectualness and normally lawful financial damages (Muhammad Rizwan 2010). In the consequences, elaborate the two different types of working hard have been renowned which is positive form named work engagement and negative form named workaholism (Schaufeli et al., 2008b). Data are represented on psychometric properties of perceived stress as an instrument developed in response to these issues. The PS measure the degree to which situation is one's life are appraised as stressful.

Work Engagement demonstrates the main perceptions of enjoyment and vitality when observed by Maslach (2001). Numerous studies prove that work engagement produces positive effects on multiple workplace outcomes alongside

employees' personal well-being features and stress perception assessment. Work engagement stands as an unlimited mental state of well-being that generally appears frequently between people and shows neither dependency on anything particular nor work-based social support systems (Schaufeli et al., 2002). Work engagement correlates positively with an employee having a promotion focus as reported by van Beek et al. (2014) which indicates work-engaged employees notice when positive outcomes appear or disappear at work. According to the research, work-engaged employees implement approach behaviors because these strategies align with their professional objectives relating to their aspirations (van Beek et al., 2014, p. 56). The positive effects on perceived stress arise from employees who have energetic work connections and job devotion while showing no work-related guilt when apart from their tasks (Schaufeli et al., 2008b). The different types of motivation strongly affect employee perceived stress. The present study investigates various motivational elements which compel engaged employees to dedicate extended hours to their career work while analyzing stress perception as an intervening variable.

During the previous two decades, workaholism research has grown significantly while studies of its negative relationship with physical health and familial along with social domains (Brady, Vodanovitch, & Rotunda, 2008) and burnout and perceived stress (Andreassen, Ursin, & Eriksen, 2007) held great importance. The main unresolved problem exists regarding whether workaholism generates consistent negative outcomes. Researchers debate about work-hour relationships because extended hours increase work-family conflict which produces perceived personal stress (Bonebright et al., 2000).

Various modifications took place within different industries during the last decade because of worldwide development and inflexible work conditions. The workplace environment today poses performance stress on employees who also experience work-life interference which causes relationship problems while causing stress along with damaging interpersonal relationships and interpersonal conflicts during stress management. Employees play a crucial role to enhance their business performance along with improving the quality of their service delivery. (Lelani Brand 2006).

The main goal of our study focuses on establishing the relationships between work engagement and workaholism together with different social work support elements regarding perceived stress. Work engagement correlates with increased well-being that shows through elevated job satisfaction and reduced perceived stress although workaholism demonstrates the opposite patterns. The current research investigated how perceived organizational support together with perceived supervisor support and perceived coworker support would impact these relationships. The evaluation of social support from workplace sources by Ng and Sorensen (2008) raises an unexplored research question regarding how these three forms could influence hard work dimensions which affect employee stress levels (Perceived stress). The current study concentrates on Pakistani Banking sector perceived stress exclusively because this research aspect represents an uninvestigated area with minimal available data.

The employee should experience engagement because their organization supports them in handling perceived stress during typical work-related tasks that increase their social importance and principles, (Ali, 2011).

Employees of any organization benefit from Perceived Stress but only within a certain limit until which they can adapt before it turns detrimental for workers. The exploration contemplate based on this principle has not been conducted in Pakistan. Many similar investigations are being carried out outside Pakistan. The world has numerous stress-related research studies but Pakistan as an underdeveloped nation lacks these important studies in its regions. The purpose of this investigation assesses stress levels among banking employees who work in Karachi Pakistan.

This research endeavor will specify which type of social support proves most valuable for workers in the banking field. This research focuses on resolving this matter because knowledge of its solution provides

The specific outcome relationship between social support types together with workaholism requires research to develop theories (Whetten, 1989). The practical application of these differences must become fundamental for Pakistani bank sector practitioners because they need more appropriate strategies to boost banking performance.

The research project presents an original foundation since Pakistan lacks this particular academic examination. Research activities about this subject have mostly taken place outside of Pakistan. Research investigations taking place in worldwide areas have left a notable research vacuum in developing nations such as Pakistan. The research investigates the middle role of work engagement and workaholism upon how social support affects perceived stress for Pakistani bank employees

The evaluation outcomes of this study will shed light on the relationship between work engagement and workaholic when they serve as mediators for work-related social support and perceived stress in Pakistan's Banking Sector. Research concerning perceived stress in relation to employee social support has not been conducted in Pakistan and its human resource department lacks development. Organizations would potentially understand these three constructs better through research about work engagement and workaholism with a special focus on banking industry relationships.

1.3. Research Objectives and Questions

1.3.1 Research objectives

➤ To examine the mediating effect of workaholism and work engagement between the social support and perceived stress.

1.3.2 Research Question

➤ Does the mediating effect of workaholism and work engagement between the social support and perceived stress?

1.5 Structure of the study

1.5.1 Section I

Chapter one is deliberating about introduction, background, problem statement, problem statement, research objectives and research questions of this study.

1.5.2 Section II

Chapter Two will discuss the problem which is aimed to be focused on the light of different researchers.

1.5.3 Section III

Chapter Three concludes the research method which consists of the theoretical framework, hypothesis, research design which consists of

nature of study, sample size of the targeted population and the instrument which will be helpful in gathering data and statistical tool implication through the received results.

1.6 Operational Definitions

1.6.1 Perceived stress

Stress is a state produced within an organism subjected to a stimulus perceived as a threat (Selye, 1952).

1.6.2 Work Engagement

A positive and fulfilling work-related state that is characterized by vigor, dedication and absorption (Schaufeli et al., 2002)

1.6.3 Workaholism

Workaholism is an addiction of excessive work and as a workaholic individual, who is highly work complicated, feels forced or obsessed nature related to work because of inner pressures, and low level of satisfaction of work match to others. (Van Beek et al., 2011)

1.6.4 Perceived Organization support

The perceived organizational support, defined as employees' complete beliefs that the organization attentions about their well-being and value their contributions. Perceived organizational support is increase employees job satisfaction and to reduce their perceived stress (Schaufeli and Bakker 2004).

1.6.3 Perceived Supervisor support

The supervisor support helps employees to cope with their tendency to work hard. They provide effective trainings which help to raise employees' awareness of the implication, aim, and relevance of their work. Its help to reduce employees' pressure to work hard. (Schaufeli and Bakker 2004).

1.6.4 Perceived Coworker support

The perceived Coworker support creates among employees the confidence that they will receive help from their colleagues when needed, which boost their self -Assurance that they will attain their work goal. Coworker supports also play an extrinsic motivation role. (Schaufeli and Bakker 2004).

LITERATURE REVIEW

2.1 Reviews Conceptual Studies

1 Reviews Conceptual Studies

The work motivations behind employees were explored by Evan J. Douglas together with Robyn Morris (2006) in their research. The authors presented three distinct categories of work individuals which included work enthusiasts and low leisure and workaholic types. Workaholics receive the reputation as the crown jewel of hard workers among fellow employees because organizations use employee diligence as a standard for assessing their worth. Those employees who show high enthusiasm at work tend to experience better job satisfaction because of their extended work hours yet workaholics face negative job satisfaction effects according to their peers through separate routes. People extend their work periods to achieve fulfillment which leads them to independence and freedom from monetary rewards. The finishing up reason determines which individuals qualify strictly as workaholics and these people bear the full negative externalities among their coworkers. The hard-working employees jeopardize fellow coworker interactions through their extensive work approach and unconventional habits. This report creates a conceptual model based on the financial analyst's utility-amplification model that demonstrates how unpaid workers make their family work effort decisions. New research examining work dimension by linking motivational behavior analysis to work addict elements will be continued based on the findings presented in this study.

Lawson k. This paper analyzed by Savery & detiuk (1986) studied Government schools in Western Australia as its main subject. The study evidence shows that Western Australian principals faced significant perceived stress issues. Two important stressors

The specific group of recognized stressors included Role Overload and Role Conflict. Basic school administrators showed higher levels of worry in contrast to principals who worked in optional educational institutions. The assessed pressure factors and different measured stressors appeared to trigger hypertension and migraine-related diseases. The Education Department can reduce its employees' anxieties through leadership style transformations or by providing stress

management programs according to suggested proposals.

Lopez Vazquez Esperanza (2001) conducted study about natural and technological breakdowns that create significant social threats to populations across multiple domains including political and intellectual spheres. People become exposed to the same old vulnerable state that existed throughout history because of current century technological innovations. Our review examines how hazard detection strains mental worry between people confronting dominant risks in both disaster areas using background disaster experience to recommend a theoretical hazard sense process representation. Hazard observation creates as a connecting element between how people experience hazards and how stress systems react to the observation process.

The effort which people invest serves as the key element for successful organizational change according to Gayle Porter (2004). The observation of employee visible work attitudes requires studying their deep responses by analyzing their multiple limitations at work. Research attitudes generate a collection of interrogation methods to better understand the differences between work approaches and motivations of individuals. Substantial following of beliefs about work

Workaholism emerges from positive work values yet ends as an unhealthy condition in the USA workplace environment. A well-functioning approach to hard work requires equal interest between work and non-work activities beyond simple decisions. People who set boundaries on their workplace hours serve as one method to identify workers involved in addictive work systems. People feel increased satisfaction by resisting or attempting to destroy efforts toward achieving work-life balance. Other destabilizing factors within an organization become more visible for workaholics when they experience a genuine break from intense pressure to work more and more.

Stress management serves as an on-going process comprising observation and analysis and stressor forecasting and creates negative effects on workers and their managers and output quality according to Robert E. Raitano and Brian H. Kleiner (2004). The measure factors of stress come from the environment through our individual perception point of view. All workforce members share the responsibility of stress management since it

concerns both employees and managers. The stress management process necessitates clearly defined outlines for both assessment and response to provide the appropriate species of evaluation as well as relevant combinations of primary and secondary and tertiary methods of prevention. The analysis process ranges from organizing direct surveys at office locations to involving group discussions for finding potential problems along with corresponding solutions. Managers alongside employees need to choose one or multiple specific preclusion methods after receiving analysis results. Employee and manager performance becomes at risk whenever a breakdown happens within analysis or anticipation procedures.

Two main perceptions (workaholism and balance in life) related to shared aspects according to Kathleen M. Matuska (2010). The Associated study combined with expectations became essential factors for employees to link these concepts as a whole by answering when the concepts connected to each other.

other and to their well-being. Research indicates that workaholism represents an extreme form of life imbalance practices. He identified the connection using different types of hypothetical observations from various viewpoints. Scientists examined both workaholism and balance of life perspectives too extensively to identify how workaholism negatively impacts these two elements of personal and family well-being. There exists no conclusive evidence regarding these elements. Additional research studies about workaholism-related life balance must continue to determine its relationship with personal and family well-being.

Christopher J. Rees & David Redfern (2000) investigated how word related occupational stress emerged as a major workplace challenge. Industrial organizations should prepare their employees for leadership roles in workplace stress management as part of inevitable organizational change. The study reviews how different communities fail to establish agreement regarding the possible origins and characteristics of stressful situations. The author supports this argument through analyzing how employees experience professional stress from union and association dissemination. The paper shows how management-driven HR strategies identify different organizational stress perspectives through practical illustrations. Professionals under the role

of preparation and advancement must play a critical role in implementing a balanced approach to work-related stress management throughout workplaces.

2.2 Reviews of Empirical Evidence

This study evaluated the relationship between strain and stressors using perceived organizational support as an element of analysis through research by Richardson, Yang, Vandenberg and Wilson in (2007).

The researcher evaluated PERceived Organization Support (POS) as either a mediator or moderator role in the relation of work-related strain with stressors. The analysis included two distinct samples with sizes totaling 720 participants while the other group consisted of 829 individuals. It was a cross sectional study. Employees at large retail organizations based in USA made up the research target population. The research investigator applied structural equation modeling as his methodology to validate study hypotheses. Results established Perceived organizational support functions as a mediator between emotional work strains and hindrance stressors yet its effect is non-existent in the relationship between physical work strains and challenge stressors. Each POS analysis studies diverse strains and stressors but researches show different levels of Perceived organizational support on these elements depending on their respective methods of investigation. The present study combats this issue through multiple methods which lead to both theoretical and practical implications.

Young, Gibson, Partington and Wetherall (2013) examined research that analyzed the relationship between work pressure and anxiety as well as stress at computer-based training facilities used by fire service personnel. During command and control events firefighters need to provide full

commitment to the incident commander who makes frequent strategic decisions under time-limited and incomplete information conditions. This document investigates how stress responses from specific staff members develop during their reactions to authority and power within immersive computer-generated incidents. Stocked-up firefighting workers graduated from incident command training to partake in this study.

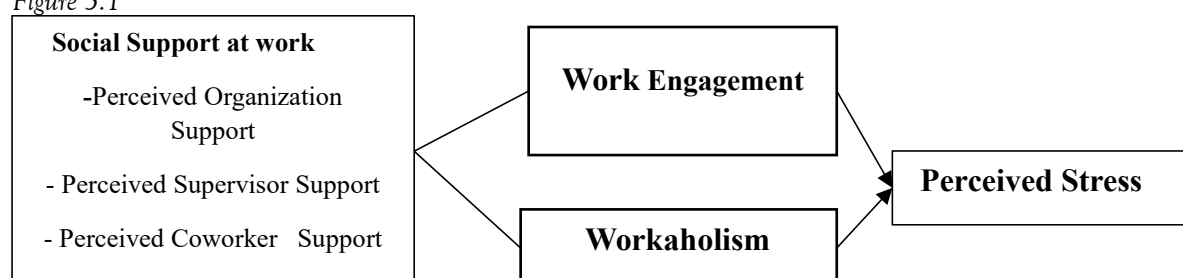
The participants completed anxiety condition and tension tests before and after completing a real-time major incident simulation using a computer platform. The personnel activated four roles as incident commander, commander of sector, command support officer and officer of entry control in the simulation. The participating employees rated their workload measures after completing their duties. The researchers utilized questionnaires as data collection instruments providing participants with paper-based booklet questionnaires. Firefighting employees in the fire and rescue service were the target demographic and researchers used 80 subjects in their study. ANOVA served as the sampling technique throughout the research. The study indicated no significant change in state nervousness despite identifying relationships between tension levels and perceived work pressure and the mission roles. Incident commander demonstrated higher psychological and sequential requirements as part of the job compared to entry control officers.

Webster (2014) reported that researchers developed an environmental and individual interactive classifying model to interpret stress management interaction. The model introduction involves statistical data analysis based on work-related stress assessments gathered from police officers through a meta-analysis. Collapsing

RESEARCH METHODOLOGY

3.1 Theoretical Framework

Figure 3.1



This study adopts a quantitative, causal research design to investigate the effects of work-related social support on work engagement and workaholism, with perceived stress as a moderating variable. The research is grounded in Self-Determination Theory (Deci & Ryan, 1985) and the Job Demands-Resources (JD-R) model (Demerouti et al., 2001). Social support is measured through three dimensions: Perceived Organizational Support, Supervisor Support, and Coworker Support. These forms of support are analyzed for their influence on two work outcomes—work engagement (a positive motivational state) and workaholism (a stress-inducing behavior)—with perceived stress moderating these relationships. The target population comprises employees from various banks in Karachi, Pakistan. Given the growing workforce in the banking sector and its relevance to stress-related work outcomes, this sector provides an ideal setting. A non-probability convenience sampling technique was employed due to its practicality, cost-effectiveness, and ease of access. A sample of 400 bank employees was considered adequate, consistent with recommendations by Saunders et al. (2009) for achieving generalizable results within a 95% confidence interval. The sample included a diverse mix of individuals across different demographic segments such as age, education, and job roles, with most respondents from middle management. Data were collected via a structured, self-administered questionnaire based on standardized instruments. The survey consisted of 77 close-ended items divided into three sections. Section one assessed the independent variables: organizational, supervisor, and coworker support (Eisenberger, 2001; Ladd & Henry, 2000). Section two measured the mediators—work engagement (Schaufeli et al., 2002) and workaholism (Robinson, 1999)—and the dependent variable, perceived stress (Cohen & Kamarck, 1983). Different Likert scales were used: a 7-point scale for engagement and support measures, and a 5-point scale for stress. Section three collected demographic data. Primary data were gathered through online and offline channels including social media, emails, and personal appointments. Secondary data were sourced from existing literature to support the theoretical underpinnings and framework development. The analysis was conducted using SPSS. Reliability was

assessed using Cronbach's alpha to ensure internal consistency of the scales. Descriptive statistics (mean, standard deviation, frequency) were used to summarize the data. Correlation analysis identified relationships among variables, while multiple regression analysis tested the hypothesized effects and examined the moderating role of perceived stress. The theoretical foundation rests on the assertion that job resources (social support) can reduce perceived stress and improve positive work outcomes. Work engagement is considered to be fostered by intrinsic motivation, as explained by Self-Determination Theory. Conversely, workaholism is seen as a result of extrinsic, interjected regulation and is associated with increased stress. The JD-R model outlines how job demands and resources impact employee outcomes through motivational and stress-related processes. Overall, this study aims to offer a comprehensive view of how different sources of support affect employee motivation and stress. The findings are expected to enrich theoretical understanding and offer practical insights into stress management and employee well-being in organizational settings.

3.2 Hypotheses:

H_{a1}: There is a significant relationship between work-related Social Support (Perceived Organization support, Perceived supervisor support, Perceived coworker Support) and Work Engagement.

H_{a2}: There is a significant relationship between work-related Social Support (Perceived Organization support, Perceived supervisor support, Perceived coworker Support) and Workaholism.

H_{a3}: There is a significant relationship between Work Engagement and Perceived stress.

H_{a4}: There is a significant relationship between Workaholism and Perceived stress.

H_{a5}: Work Engagement mediates the relationship between Work-related Social Support (Perceived Organization support, Perceived supervisor support, Perceived coworker Support) and Perceived Stress.

H_{a6}: Workaholism mediates the relationship between work-related Social Support (Perceived Organization support, Perceived supervisor support, Perceived coworker Support) and Perceived Stress.

RESULTS

Another section of this chapter analyzes the Results and Findings. The entire dataset received reliability assessment as did the regression procedures mentioned in this chapter. The researcher tested hypotheses through combination of correlation and regression analysis. Work Engagement and Work holism serve as mediating variables whereas Perceived Organization Support, Perceived Supervisor Support and Perceived Coworker Support function as the independent predictor and Perceived Stress functions as the moderator variable within this research investigation.

4.1 Respondent's profile

The questionnaires were sent to 450 commercial banks through e-mail along with a self-administrative method resulting in 400 completed questionnaires which were analyzed after deleting 46 non-responsive records from 354 effective responses.

The age segmentation consists of six segments and the total responses reached 354 participants who include 52 respondents from the 20-25 age group along with 138 respondents from the 26-30 age group and 96 respondents from the 31-35 age group and 45 respondents from the 36-40 age group and 20 respondents from the 41-45 age group and 3 respondents from the 46-50 age group.

Total respondents in the education category are 354 individuals who include 32 intermediate education (0%) and 107 bachelor education (30.2%) and 246 masters education (69.5%) respondents and one M Phil education (3%) and no PHD/other education (0%).

Masters education level is the highest educational attainment among respondents because they made up 69.5% (246) of the total participants whereas M Phil. education level and PHD/other education level were empty categories.

The material status subcategories divide respondents into 02 groups totalling to 354 participants of which 40% (142) are married and 59.6% (211) remain unmarried.

The gender category contains two subgroups with 234 male respondents representing 63 percent and 131 female respondents making up the remaining 37 percent of the total 354 participants. The experience category is divided into 06 sub categories, whereas, total respondents are 354, out of which 4.8% (17 respondents) belongs to less than a year experience, 30.5% (108 respondents) belongs to 1-3 years of experience, 27.1% (96 respondents) belongs to 4-6 years of experience, 18.4% (65 respondents) belongs to 7-9 years of experience, 6.8% (24 respondents) belongs to 10-12 years of experience, 3.1% (11 respondents) belongs to 13-15 years of experience, 9.3% (33 respondents) belongs to above 15 years of experience category.

Table 4.1

Variables	Category	Frequency	Percentage
Age	20-25	52	14.7
	26-30	138	39.0
	31-35	96	27.1
	36-40	45	12.7
	41-45	20	5.6
	46-50	3	.8
	Total	354	100.0
Education	Graduation	107	30.2
	Master	246	69.5
	MPhil	1	.3
	Total	354	100.0
Gender	Male	217	61.3

	Female	131	37.0
	Total	354	100.0
Marital Status			
	Married	142	40.1
	Single	212	60
	Total	354	100.0
Experience			
	less than one year	17	4.8
		108	30.5
	1-3 yrs.	96	27.1
	4-6 yrs.	65	18.4
	7-9 yrs.	24	6.8
	10-12 yrs.	11	3.1
	13-15 yrs.	33	9.3
	More than 15yr		
	Total	354	100.0

Respondent s' Profile

Table 4.2
Descriptive Profile

	N	Mean	Std. Deviation
POS	354	3.1398	.80546
PSS	354	3.2359	.71518
PCS	354	3.2122	.64942
WE	354	3.7989	.48346
WH	354	3.3608	.50024
PS	354	3.6477	.53953

4.2 Descriptive Statistics of Variables

A mean value of 3.6% and standard deviation of 0.5% combine to form the Perceived stress findings according to the data displayed above. Research data indicates work engagement has an average score of 3.7% accompanied by 0.4% as standard deviation. Workaholism shows a mean score of 3.3% with 0.5 as its measurement of standard deviation. The research data indicates Perceived organization support averages 3.7% with a standard deviation at 0.4 while perceived supervisor support stands at 3.2% with a standard deviation of 0.7 and perceived coworker support averages 3.2% with 0.6 as the standard deviation.

The study data demonstrates a moderate strength for all variables through their obtained values.

4.3 Reliability of the data

The internal consistency measurement Cronbach's alpha relates to systematic constructs whose items must coincide as one unit. Scale reliability is what this indicator measures. Sekaran (2006) describes Cronbach's Alpha as the most dependable coefficient used to examine the close correlation between variables' individual assessment items. For the assessment of reliability of the taken research instrument Cronbach's alpha value has been used and table is given below.

Table 4.3 Reliability

Variables	No. of items	Alpha
Perceived Organization Support	08	.997
Perceived Organization Support	04	.858

Perceived Coworker Support	09	.922
Workaholism	25	.911
Work Engagement	17	.763
Perceived stress	14	.827

As depicted by table 4.3, the values of Cronbach's Alpha of Perceived stress is 0.827, Work Engagement, 0.763, Workaholism is 0.911, Perceived organization support is 0.997, Perceived supervisor support is 0.858 and Perceived Coworker support is 0.922. The overall reliability is 0.965 for 77 items. The above all values show that the all data are reliable for research.

4.4 Analysis of Research Objective One

In order to analyze the research problem, some research objectives were made in the start of this research paper. These research objectives were set for examining the relation among Perceived organization support, Perceived supervisor support, Perceived coworker support, Workengagement, Workaholism and perceived stress. For achieving this research objective, some research questions were asked. "Is there any relationship among Perceived organization support, Perceived supervisor support, Perceived coworker support, Workengagement, Workaholism and perceived stress?" For the answer of the question asked some hypothesis were formed:

H_{a1}: There is a significant relationship between work-related Social Support (Perceived Organization support, Perceived supervisor support, Perceived coworker Support) and Work Engagement.

H_{a2}: There is a significant relationship between work-related Social Support (Perceived

Organization support, Perceived supervisor support, Perceived coworker Support) and Workaholism.

H_{a3}: There is a significant relationship between Work Engagement and Perceived stress.

H_{a4}: There is a significant relationship between Workaholism and Perceived stress.

H_{a5}: Work Engagement mediates the relationship between Work-related Social Support (Perceived Organization support, Perceived supervisor support, Perceived coworker Support) and Perceived Stress.

H_{a6}: Workaholism mediates the relationship between work-related Social Support (Perceived Organization support, Perceived supervisor support, Perceived coworker Support) and Perceived Stress.

For the assessment of the above mentioned hypothesis, correlation test was performed in this study as to know whether the considered independent and dependent variable have any relationship with each other or not. Furthermore, this test also tells us about the strength of the relationship between the variables of the study as how weak, moderate or strong relationship these variables have. Table 4.4 shown below gives the detail about the correlation of the variables.

Pearson correlation test is applied in order to find out about the correlation of the variables.

Table 4.4
Correlations

		POS	PSS	PCS	WE	WH	PS
POS	Pearson Correlation	1	.851**	.974**	.378**	.829**	.293**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
PSS	Pearson Correlation	.851**	1	.848**	.449**	.860**	.400**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
PCS	Pearson Correlation	.974**	.848**	1	.400**	.833**	.324**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
WE	Pearson Correlation	.378**	.449**	.400**	1	.715**	.850**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
WH	Pearson Correlation	.829**	.860**	.833**	.715**	1	.738**
	Sig. (2-tailed)	.000	.000	.000	.000		.000

PS	Pearson Correlation	.293**	.400**	.324**	.850**	.738**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

The value of r value is 0.378 and the p value is 0.000, means there is a significant and moderate correlation among Perceived Organization Support and Work Engagement.

The Value of r is 0.449 and the p value is 0.000, means there is a significant and moderate correlation relation between Perceived Supervisor Support and Work Engagement.

The Value of r is 0.400 and p value is 0.000, means there is a significant and moderate correlation relation among Perceived Coworker Support and Work Engagement.

The value of r value is 0.829 and the p value is 0.000, means there is a significant and a strong correlation among Perceived Organization Support and Workaholism.

The Value of r is 0.860 and the p value is 0.000, means there is a significant and strong correlation relation between Perceived Supervisor Support and Workaholism.

The Value of r is 0.833 and p value is 0.000, means there is a significant and strong correlation relation among Perceived Coworker Support and Workaholism. The Value of r is 0.833 and p value is 0.000, means there is a significant and strong correlation relation among Perceived Coworker Support and Workaholism.

The Value of r is 0.850 and p value is 0.000, means there is a significant and strong correlation relation among Work Engagement and Workaholism.

The Value of r is 0.738 and p value is 0.000, means there is a significant and strong correlation

relation among Workaholism and Perceived Stress. Since the relation among all variables is significant and hence H_{a1} , H_{a2} , H_{a3} , H_{a4} , H_{a5} , H_{a6} , H_{a7} and H_{a8} has been accepted.

The relationship between individual components and process satisfaction shows a moderately strong correlation according to all presented explanations and statistical data. The research reveals that perceived organization support and supervisor support and coworker support along with engagement at work and workaholism exist in a positive moderate-high connection with perceived stress while these factors show inverse correlation with stress levels.

4.5 Analysis of Research Objective Two

To evaluate work Engagement and workaholism relationships with perceived supervisor support, perceived organization support, perceived coworker support and perceived stress the following research question emerged: "Does Work Engagement and Workaholism exist between perceived supervisor support, perceived organization support, perceived coworker support and perceived stress?" The research required the creation of a hypothesis to address this question.

A regression analysis with SPSS evaluated the hypothesis using results on work engagement and workaholism between perceived supervisor support, perceived organization support, perceived coworker support and perceived stress.

Table 4.5
Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.461	.213	.206	.43082

A test was performed using the already defined dependent and independent variables. The purpose of performing this test was to derive the regression equation as to analyze the variable scores. Interpretation of the results was done with the help of tabular explanation in this test. The most valuable information from the table 4.5 is the value of adjusted R square as this value

denotes how much the independent variables i.e. perceived supervisor support, perceived organization support, perceived coworker support have collectively explained the dependent variable of Work Engagement. In this study 20% of workaholism has been explained by the independent variables.

Tables 4.6

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.548	3	5.849	31.516	.000
	Residual	64.961	350	.186		
	Total	82.509	353			

Table 4.6 is illustrating the F value and related probability level. 95% level of confidence is taken is set to perform the tests in this particular study. This means that if the significance level is greater than 5% the model will be rejected. However, the

F value obtained through test run of SPSS is 31.516 with a significance level of 0.00. These values are allowing us to accept the regression model used for this research.

Table 4.7

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	Collinearity Statistics	
1	(Constant)	2.576	.152		16.943	.000		
	POS	-.266	.128	-.444	-2.085	.038	.050	20.153
	PSS	.291	.062	.430	4.695	.000	.268	3.728
	PCS	.348	.157	.468	2.221	.027	.051	19.754

Coefficients

Dependent Variable: WE

Table 4.7 shown above depicts that the value of constant is 2.576. Similarly value of POS is -.266,

PSS is 0.291 and PCS is 0.298. Moreover, Sig. values of all the variables are 0.00 which is less than 0.05, except POS showing that all variables are significant.

Table 4.8

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883	.779	.777	.23624

Model Summary

A test was performed using the already defined dependent and independent variables. The purpose of performing this test was to derive the regression equation as to analyze the variable scores. Interpretation of the results was done with the help of tabular explanation in this test. The

most valuable information from the table 4.5 is the value of adjusted R square as this value denotes how much the independent variables i.e. perceived supervisor support, perceived organization support, perceived coworker support have collectively explained the dependent variable of Workaholism. In this study 77% of workaholism has been explained by the independent variables.

Tables 4.9

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	68.801	3	22.934	410.920	.000
	Residual	19.534	350	.056		
	Total	88.334	353			

Table 4.9 is illustrating the F value and related probability level. 95% level of confidence is taken is set to perform the tests in this particular study. This means that if the significance level is greater than 5% the model will be rejected. However, the

F value obtained through test run of SPSS is 410.920 with a significance level of 0.00. These values are allowing us to accept the regression model used for this research.

Table 4.10
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.247	.083		14.956	.000		
	POS	.050	.070	.081	.714	.476	.050	20.153
	PSS	.378	.034	.540	11.135	.000	.268	3.728
	PCS	.228	.086	.297	2.655	.008	.051	19.754

Dependent Variable: WH

Table 4.10 shown above depicts that the value of constant is 1.247. Similarly value of POS is 0.050, PSS is 0.378 and PCS is 0.228. Moreover, Sig.

values of all the variables are 0.00 which is less than 0.05, except POS showing that all variables are significant.

Table 4.11
Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.850	.723	.722		.28434

A test was performed using the already defined dependent and independent variables. The purpose of performing this test was to derive the regression equation as to analyze the variable scores. Interpretation of the results was done with the help of tabular explanation in this test. The most valuable information from the table 4.11 is

the value of adjusted R square as this value denotes how much the independent variables Work Engagement collectively explained the dependent variable of Perceived stress. In this study 72% of workaholism has been explained by the independent variables.

Tables 4.12
Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.298	1	74.298	918.949	.000
	Residual	28.459	352	.081		
	Total	102.757	353			

Table 4.12 is illustrating the F value and related probability level. 95% level of confidence is taken is set to perform the tests in this particular study. This means that if the significance level is greater than 5% the model will be rejected. However, the

F value obtained through test run of SPSS is 918.949 with a significance level of 0.00. These values are allowing us to accept the regression model used for this research.

Table 4.13

a. Dependent Variable: PS

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.043	.120		.357	.721		
	WE	.949	.031	.850	30.314	.000	1.000	1.000

Coefficients

Table 4.13 shown above depicts that the value of constant is .043. Similarly value of WE 0.949. Moreover, Sig. values of the variable is 0.00 which

is less than 0.05, showing that variable is significant.

Table 4.14
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738	.545	.544	.36439

A test was performed using the already defined dependent and independent variables. The purpose of performing this test was to derive the regression equation as to analyze the variable scores. Interpretation of the results was done with the help of tabular explanation in this test. The most valuable information from the table 4.14 is

the value of adjusted R square as this value denotes how much the independent variables Workaholism collectively explained the dependent variable of Perceived stress. In this study 54% of workaholism has been explained by the independent variables.

Table 4.13
Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.018	1	56.018	421.886	.000
	Residual	46.739	352	.133		
	Total	102.757	353			

Table 4.13 is illustrating the F value and related probability level. 95% level of confidence is taken is set to perform the tests in this particular study. This means that if the significance level is greater than 5% the model will be rejected. However, the

F value obtained through test run of SPSS is 421.886 with a significance level of 0.00. These values are allowing us to accept the regression model used for this research.

Table 4.14
Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	.971	.132		7.374	.000		
	WH	.796	.039	.738	20.540	.000	1.000	1.000

a. Dependent Variable: PS

Table 4.14 shown above depicts that the value of constant is .971. Similarly value of WH 0.796. Moreover, Sig. values of the variable is 0.00 which is less than 0.05, showing that variable is significant.

From all the above discussion we can construct a regression equation to support our research question:

$WE = 2.576 + .266 (POS) + 0.291 (PSS) + 0.348 (PCS)$

$WH = 1.247 + .050 (POS) + 0.378 (PSS) + 0.228 (PCS)$

$PS = 0.43 + 0.949 (WE)$

$PS = 0.971 + 0.796 (WH)$

The relationship between individual components and process satisfaction shows a moderately strong correlation according to all presented explanations and statistical data. The research reveals that perceived organization support and supervisor support and coworker support along with engagement at work and workaholism exist

in a positive moderate-high connection with perceived stress while these factors show inverse correlation with stress levels.

4.5 Analysis of Research Objective Two

To evaluate work Engagement and workaholism relationships with perceived supervisor support, perceived organization support, perceived coworker support and perceived stress the following research question emerged: “Does Work

Engagement and Workaholism exist between perceived supervisor support, perceived organization support, perceived coworker support and perceived stress?” The research required the creation of a hypothesis to address this question.

A regression analysis with SPSS evaluated the hypothesis using results on work engagement and workaholism between perceived supervisor support, perceived organization support, perceived coworker support and perceived stress.

Table 4.8

Hypothesis Summary

Hypothesis	Results
H _{a1} : There is a significant relationship between POS,PSS,PCS and WE	Supported
H _{a2} : There is a significant relationship between POS,PSS,PCS and WH	Supported
H _{a3} : There is a significant relationship between WE and PS.	Supported
H _{a4} : There is a significant relationship between WH and PS.	Supported
H _{a5} : Work Engagement mediates the relationship between POS,PCS,PCS	Supported
.H _{a6} : Workaholism mediates the relationship between POS, PSS, PCS and PS.	Supported

Therefore it can be stated that POS, PSS, PCS, WE, WH influence on the PS.

CONCLUSION

According to this chapter, we are going to discuss four things such as key findings of the research, conclusion of the research, research limitations, and future recommendations of the further research.

5.1 Key Findings

The aims of present study were to explore the associations of workaholism, engagement, work related social support (POS, PSS, PCS) and perceived stress. More precisely, while work engagement is less associated with perceived stress, workaholism is associated with positive perception on perceived stress. The independent variables considered for this purpose were the work related social support as perceived organization support, perceived supervisor support and perceived coworker support to help achieve the goal and purpose of this study. Employees of different commercial banks working with some experience of job were target market for the data collection. The data was collected and some tests were then administered for the investigation of the relationships among independent, mediator and moderator.

The output of this research backs up the output of other researches that were talked about in the literature of this work as well as the hypothesized at the initial stage of this research work. Our

results demonstrate that all the independent variables, work related social support (Perceived Organization Support, Perceived Supervisor Support and Perceived Coworker Support) are significantly positively correlated with the work engagement, workaholism and perceived stress. Our results also validate previous study which affirms that workaholism is associated with high levels of perceived stress (e.g. Del Libano al., 2012). Moreover, our study agrees with other findings which reveal that lower level of perceived stress with higher level of work engagement (e.g. van Beek al., 2014). We developed the relationship not only between workaholism and perceived stress, but work engagement was also incorporated in our study, so that workaholism would explain the variance in perceived stress.

Regarding the answer of what source of support has the impact of work engagement and workaholism on predicting perceived stress, our findings showed that perceived organizational support, perceived supervisor support, and perceived coworker support are empirically different constructs and have differential influences on work engagement and workaholism. More specifically, results indicated that perceived organizational support, perceived supervisor support, perceived coworker support and perceived stress were related to each other through work engagement. Perceived organizational

support, perceived supervisor support, perceived coworker support and perceived stress, were found to influence work engagement, and work engagement, in turn, mediated the influence of those variables. Lastly, workaholism was determined to completely mediate the relationship between perceived coworker support and perceived stress.

Perceived supervisor support and perceived coworker support managed to boost the work engagement, whereas perceived organizational support was associated negatively with workaholism. Precisely speaking, perceived organizational support has a greater effect on work engagement than perceived supervisor support.

We found that relationships of workaholism and work engagement with PS were opposite. A more precise specification, which already existed is that workaholism is correlated with positive indicators of higher Perceived Stress levels, whereas work engagement is associated with positive outcomes of low Perceived Stress levels. However, there are significant negative effects and our findings replicate them.

These results corroborate the correlation found by Hallberg and Schaufeli (2006) between work engagement and Perceived Stress, but are unable to prove that work engagement in fact lowers Perceived stress. In several ways, this absence of result can be explained. Our research contrasted with Hallberg and Schaufeli's (2006) study in that workaholism and work engagement were considered altogether effects on PS such that workaholism explained the largest proportion of variance of PS. In addition, we measured PS by a different scale than Hallberg and Schaufeli (2006). In summary, these findings thus supported Ng and Sorensen's (2008) recommendation that different social supportive sources do have different impacts and demonstrate differential strength of the associations to employees' outcomes. Our results are also consistent with the multi-foci view in the work related social support with WE and WH.

5.2 Conclusion

In sum, our results suggested that perceived Supervisor support and perceived coworker support contribute to work engagement whereas perceived organization support has negative relationship with work engagement. In more

precise terms, perceived supervisor support is not significantly strongly related to workaholism. Therefore, this conclusion was a support of what Ng and Sorensen (2008) recommended, that different sources of social support have different styles and vary in strength the associations with people's results. Secondly, our results are in conformity with the multi foci perspective in the social exchange.

It is also consistent with the literature (Cropanzano et al., 2004; Lavelle et al., 2007) that implies that individuals can establish multiple relationships at work and have varied social exchange relationships with various sections of the organization, such as the whole of the organization, as well as with specific sections within the organization, for instance, supervisors, coworkers, or work groups (Cropanzano et al., 2004; Lavelle et al., 2007). From a multi foci point of view, this closeness and high frequency of contact between employees and the local organizational representatives and constituencies give an advantage to sub organizational units experiencing the more tight, even intense, relationships with the latter constituencies relative to the organizational unit covering the whole organization (e.g. Becker, 1992; Mueller and Lawler, 1999). In view of the multi foci perspective of social exchange therefore studies based on this perspective revealed that infor example more proximal social exchange targets (i.e. supervisor or team) are more powerful in explaining variation in employees' performance compared to more distal targets (e.g. the organization; Lavelle et al., 2007). Mueller and Lawler (1999) argues that this phenomenon could be explained by the fact that employees perceived more proximal targets as a more important source of their control over work. Therefore, our results are consistent with these studies indicating that more proximal units of social support (e.g., supervisor support, coworker support) have a stronger positive link with work engagement of the latter compared with more distal units, such as, organizational support. In doing so, we inform the previous knowledge by demonstrating which source of support is the best to affect each of the two types of working hard. Specifically, the finding that perceived supervisor support has greater impact on work engagement than do other sources of work related social support is in line with recommendations made by other researchers that frequent interaction with

supervisors is useful in building strong relationships with them (e.g Becker, 1992). As a source of a serious role in the work of employees (Liden et al., 1997), supervisors are also a major resource of employees' everyday work life.

Furthermore, our findings also indicate that perceived coworker support is the only work-related source of support present in our study to be able to reduce employees' workaholism. Perceived support from coworkers might be able to help workaholic employees to detach from their job, for instance by inciting them to engage in off-job activities (e.g. sports), by distracting them from their work, or by boosting their social life outside their work. Finally, contrary to past research (e.g. Gillet et al., 2013), our results showed that perceived coworker support does not predict work engagement. This divergence of results may be due to the fact that, in the current study, we took into account and controlled for the effects of the three sources of work-related social support altogether on work engagement and workaholism. Therefore, perceived supervisor support and, in a smaller extent, perceived organizational support account for the majority of variance in work engagement. Supporting this view, this particular result is consistent with some prior studies (e.g. Othman and Nasurdin, 2013) that found that coworker support was not related to work engagement when the influence of supervisor support was taken into account of Perceived stress.

5.3 Limitation

Upcoming researchers gain possibility by these constraints in a way that other researcher can continue further study in the best way. In this study, there is some limitation that gives the researcher an opportunity to work on these parts. These limitations are discussed below:

One of the constraints in this study is the sample population chosen. This study is carried out on employees who are on working in commercial bank of Karachi, Pakistan. It might be possible that results will be different if the sample population is changed.

One of the limitations of the research was limited number of questions in the questionnaire. It might be possible that increasing the questions in questionnaire might change the outcome of the results and may help in providing in depth knowledge about applicant satisfaction.

In this study, Region chosen for the study is Karachi so it can be considered as one of the other limitation, other researchers have to work on other region i.e. Islamabad, Lahore etc. It might be possible they come up with different outcomes than this study. Another constraints is the limited variables used that limits the researcher to analyze specific variables that could be analyze by adding some variables. In end, Time and cost are other in limitation in this study in order to gather wide-ranging responses.

5.4 Future Research

In spite of its contributions, numerous limitations of this research should be mentioned. First, the cross-sectional design of the study prevents us from making any inference of causality among the variables included in our model. For instance, our results indicated that perceived coworker support is negatively related to workaholism. However, we cannot exclude the possibility that workaholic employees might perceive less support from their coworkers than non-workaholic employees. Therefore, longitudinal research with repeated measures is needed in order to investigate causal relationships with more acuity. Second, the data were exclusively based on self-reported measurements, which exposed our study to the common method variance effect. Nevertheless, our study was primarily intended to assess employees' perceptions at work and we therefore needed to measure self-perception of these constructs.

As recommended by Podsakoff et al. (2003), we assured respondents of the anonymity of their responses in order to reduce this common method bias. Even with these precautions, we cannot totally exclude the possibility that common method bias may have influenced our results. The results of this study are specific to an employees of bank of Karachi, Pakistan based on a very homogenous sample. In order to increase the generality of our findings, future research should thus replicate these results among various organizational and industrial settings. This specificity of our sample, it would have been very interesting to examine the influence of other sources of social support in the banks on employees' Perceived stress. In particular, future research should consider the influence of sources of support which are comprised between the organizational and the supervisor level, i.e. the

perceived support from the faculty or from the research department. This research examined the effects of three forms of work-related social support on employees' well-being, through work engagement and workaholism, without including any job demands in our research model. However, prior studies have reported a strong positive relationship between employees' workaholism and job demands (e.g. Schaufeli et al., 2008b). Indeed, workaholic employees' tend to create their own job demands (Guglielmi et al., 2012), such as making their work more complicated by accepting new tasks (e.g. Machlowitz, 1980). In line with this, Taris et al. (2005) found that the positive relationship between workaholism and employees' exhaustion is partially mediated by Perceived stress. In a similar vein, Schaufeli et al. (2009) showed that role conflict was a mediator of the relationships between workaholism and employees' Perceived stress. Given these empirical studies, we think that future research should replicate our study by taking into account the influence of job demands in the investigated relationships. Based on the evidence above, job demands might be hypothesized as interacting with social support in predicting work engagement, whereas they might also be considered as a mediator in the relationships between workaholism and Perceived stress. Future research should also envisage the possibility that work-related social support might have a dark side in certain cases. In line with this idea, Beehr et al. (2010) suggested the possibility that social interactions in the workplace such as supervisor or colleague support might be harmful for employees' psychological and physical health under certain circumstances. Results of their study showed, for instance, that social interactions with the supervisor or with colleagues might increase rather than reduce employees' Perceived stress when these interactions serve to underline how stressful the situation is. Therefore, it might be possible that the positive influence of perceived supervisor support or perceived coworker support on employees' Perceived stress found in this study is canceled or reversed under specific circumstances or for specific individuals (e.g. when employees are not in demand of social support). Future research is therefore needed to address this specific and interesting issue. Finally, because we were interested in the relative impact of each source of work-related social support, we

examined the influence of perceived organizational support, perceived Supervisor support and perceived coworker support independently of their influence on each other.

In accordance with this view, a great figure of research has, for example, reported a positive relationship between perceived supervisor support and perceived organizational support (e.g. Eisenberger et al., 2002; Rhoades and Eisenberger, 2002; Rhoades et al., 2001). Therefore, future research may, for instance, investigate whether perceived supervisor support influences perceived organizational support which, in turn, impacts work engagement.

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