

The Relation between Workaholism and Organizational Commitment for Supply Chain Success

Hossein Rahimi Kolor¹

hrk6809@gmail.com

Naser Seifollahi²

^{1,2}*Department of Management and Economic, University of Mohaghegh Ardabili, Ardabil, Iran*

Abstract- Working conditions in today's organizations are such that many people devote a significant part of their life and time to work. One consequence of this situation is the formation of workaholism. Workaholism or addiction to work is to spend considerable time on the job. The current research examines the impacts of workaholism on organizational commitment for supply chain success. An analysis of the data resulting from 340 statistical samples of the managers and personnel in the Supreme Audit Court of Iran indicates a significant and positive correlation between workaholism and organizational commitment for supply chain success by correlation coefficient (0.000) and significance number (0.000). In addition, an analysis of the statistical data shows a positive and significant relationship between the dimensions of workaholism and organizational commitment for supply chain success, indicating the fact that one of the main factors related to organizational commitment is workaholism, and increasing attention should be paid to it in the area of organizational commitment for supply chain success.

Keywords: *Workaholism, Organizational Commitment, Feeling of Being Driven to work, Work Enjoyment, Supply Chain.*

1. Introduction

Assets of each organization traditionally were composed of money, equipment, technology, and land. However, nowadays, human resources are regarded as the most valuable asset, and cost-based perspectives on human resource is vanishing [14]. To compete in the contemporary world, quality of products and new technology are not sufficient, and human resources are considered to be as a sustainable competitive advantage. The concept of human resources confirms the fact that the personnel are scarce resources, and can have value added for organization, unlike many other

organizations which can be easily replaced with new parts or technology after depreciation and loss of resources. The replacement of qualified human resources is difficult challenging. Therefore, organizations should identify their most important capital, and develop its power and capacity, and effectively utilize it in order to realize their objectives and to implement strategies. On the other hand, working conditions in today's organizations is such that most people are forced to devote a significant part of their lives and their time to working [1].

In today's world where organizations encourage workaholic people unintentionally, many large organizations continue to have sunk in ignorance and do not know what the big problems threaten such people. The problems can include discouragement, personal harassment, excessive stress, and other personal problems such as divorce, and finally leaving the job. Such conditions can instantly cause overwhelming stresses in a person, causing chaos and confusion in his workplace. Those with workaholic disorders think always that they are walking on the razor's edge. Although this situation can have positive consequences, it can have negative consequences and complications as well. Thus, recently, some research has been carried out on excessive working which is called workaholism [13]. It is investing too much energy and time on the job. Workaholics are always working and they cannot avoid it. They constantly think about their work and even when they do not work think still on it. Workaholic people devote a considerable part of their time to work, and invest less time on family, friends and acquaintances. Several factors such as self-confidence, self-esteem, organizational environment, success-seeking, and employment conditions are involved in the formation of addiction to work or workaholism. Workaholism also can lead to positive outcomes such as job satisfaction, high

performance, perfectionism, successful career path, and negative consequences such as job stress, job burnout, mental stress, poor physical health, and poor social relationships [2].

Specialist and loyal personnel who show respect for organizational values and objectives, and the ones who are willing and committed to perpetuate their organizational membership are one of the most essential needs of each organization. The organization requires employees who work beyond their usual job description. Organizational commitment is effective on personnel's organizational behavior and organizations' output, and it is a set of negative and positive personal attitudes on the entire organization. A person with organizational commitment is highly loyal to organization. In this regard, any factor that can increase staff's commitment and loyalty is of significance [3], [11].

In order to measure organizational commitment for supply chain success, different approaches have been proposed, which one of the most complete of them is evaluation of organizational commitment on the basis of Allen and Meyer's sample. The two researchers founded their tri-dimensional sample on observed similarities and differences in the one-dimensional concepts of organizational commitment for supply chain success. They concluded that commitment links the personnel to organization, and this link will reduce the likelihood of leaving the job. They distinguish between three types of organizational commitment including affective commitment, continuance commitment, and normative commitment. More recent studies by Meyer and Allen corroborates their hypotheses in relation to the creation of such concept. However, there are still some disagreements on the facts that whether affective and normative commitments are distinct forms, or whether continuance commitment is a one-dimensional concept [4]. On the other hand, the conducted analyses confirm better consistency in this regard when two concepts namely affective and normative commitments are defined as distinct components, and the results related to continuance commitment are complicated. Some research report on one-dimensionality of this commitment and some other have found some evidence on two-dimensional nature of the commitment, which one of them is devotion related to leaving the organization, and another is understanding the lack of employment opportunities. The results from the research carried out on workaholism is often different and contradictory [15]. Some researchers have adopted a

positive view on workaholism, and come to the realization that workaholics are highly satisfied and also productive and efficient. In contrast, negative views by the researchers show that workaholism is binding and obsessive and can create problems for others (colleagues and family) [5], [12].

Therefore, contradictory and different results on organizational commitment and workaholism confirms the existence of a scientific gap. Accordingly, the current research aims to examine contradictory results, and to present an analysis of the characteristics of some workaholic persons, their moods, and their personal and organizational commitments for supply chain success, and then to do an interview with some of managers and experts. Although managers were satisfied with workaholism of these people, they did not reject the symptoms of workaholism among them. Therefore, current research has some gaps practically and theoretically, and we aim to examine the relationship between workaholism and organizational commitment among such personnel. One of the main reasons to study the relationship between organizational commitment and workaholism is that the organizations with committed personnel have usually high performance. Thus, the current research's result can significantly contribute to more accurate and deeper understanding of personnel's performance in the Supreme Court of Auditors, and improves organization's performance in the process of audition and investigation of financial performance of executive administrations. In fact, the researcher seeks to examine the relationship between the individual components of workaholism and organizational commitment among the personnel working in the Supreme Audit Court. For this purpose, the concept of workaholism is investigated based on Spens and Robbins's theory and also based on the concept of organizational commitment for supply chain success provided by Allan and Meyer in three aspects of 1-affective commitment, 2- normative commitment, and 3- continuance commitment and according to the following conceptual model [6] [10].

2. Research Methodology

2.1. Research Method

The current research is applied in terms of objective, and it is of a correlative-survey type in terms of methodology.

2.2. Statistical Population

The study population is consisted of the personnel working in the Supreme Audit Court throughout Iranian provinces by the number of 1800 persons in 2014.

2.3. The sample size sampling method

simplerandom sampling method is used as sampling method. To determine the amount of statistical sample, Cochran formula is used, which based on this formula, the total number of the sample was 316. To eliminate the effects of missing and incomplete questionnaires, and effect of theundeclared items by respondents on the study findings, and also to increase level of accuracy in the study, the study's statistical sample increased to 340 people. In the end, of the whole number of Iranian provinces, 340 questionnaires containing detailed and analyzable information for this study were diagnosed [7].

2.4. Data collection and measurement tools

In the current research, for data collection, field- and library-based methods are used as follows:

2.4.1. Library-based method

for collecting data on literature and theoretical basics, research background and model presentation, library-based method including books, papers, journals, research plans, and online databases was used.

2-4.2. Field-based method

to collect necessary data on the statistical population, the questionnaire as the research's primary source was used. Since the questionnaire is a conventional method for data collection, two following questionnaires were used in the current research.

Part I: General Items

In the general items, general and demographic information on the respondents are collected [8], [9].

Part II: Workaholism Inventory

To measure workaholism, Spence and Robbins questionnaire including 25 items and three subscales of work involvement (8 items), feeling of being driven to work (7 items), and work enjoyment (10 items) were used. The responses were specified based on a 5-degree scale ranging from 1- strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree, 5- completely agree. Articles 6, 8, 11, 20 have reverse scoring.

Table 1: Dimensions & Number of the items related to the Workaholism Questionnaire

Dimensions	Number	No. of Items
Work Involvement	8	1-6-8-12-13-15-21-24
Feeling of Being Driven to Work	7	3-5-14-18-20-22-25
Work Enjoyment	10	2-4-7-9-10-11-16-17-19-23

Part III: Organizational Commitment Questionnaire

The scoring method for this 24-item questionnaire is based on a 7-option scale and includes 1- strongly disagree, 2- disagree, 3-neither agree nor disagree, 4-agree, 5- completely agree. The subjects must answer one of the

seven options, and then do scoring based on 1, 2, 3, 4, 5, 6, and 7. In this questionnaire, the maximum and minimum scores are 168 and 24, respectively. It should be noted that the items 4, 5, 6, 8, 9, 10, 15, 16, 17, 18, 19, 21, and 24 have a reverse scoring.

Table 2: Dimensions & Number of the items related to the Organizational Commitment Questionnaire

Dimensions	Number	No. of Items
Affective Commitment	6	33-32-31-30-29-28-27-82
Normative Commitment	4	41-40-39-38-37-36-35-83
Continuance Enjoyment	2	49-48-46-46-45-44-43-84

3. Validity and reliability

The validity is the capability of measurement tool to measure the desired characteristic. To determine the validity of the questionnaires, formal and structural validity were used. The validity of the questionnaire was confirmed, and the reliability was also determined through Cronbach's alpha coefficient test for the dependent and independent variables, and alpha for all of them was higher than 0.70.

4. Data analysis

In the current research, to extract information and analyze them, SPSS software was used.

5. Findings

The statistical method used for testing the relationship between two spatial variables is Pearson's correlation coefficient r , which based on the results, the obtained significance level (Sig=0.000) was estimated to be less than the research's alpha ($\alpha \leq 0/05$), indicating the fact that in the current research, the relationship between workaholism and organizational commitment for supply chain success among the staff in the Supreme Audit Court is confirmed. Thus, there is sufficient evidence for confirming the hypothesis in the research.

According to the obtained results it can be said that whatever staff's workaholism level is increased, their organizational commitment for supply chain success will go up, and vice versa. The type of the correlation between two relevant variables is direct (positive) and its intensity is 0.68.

Table 3: Correlation Test between Workaholism and Organizational Commitment for Supply Chain Success

Dependent Variable	Independent Variable	
	Workaholism	
Organizational Commitment for Supply Chain Success	Coefficient	0.68**
	Significance	0.000
	Number of Observations	266

** $P \leq 0/01$

The regression model of the relationships between workaholism and organizational commitment for supply chain success, with the multiple regression coefficient of 0.68, and its square, i.e. the coefficient of determination of 0.46, and the modified coefficient of determination of 0.46 (as indicative of actual value of the changes in the dependent variable in the model) was obtained.

According to the statistics obtained in Table 4, it can be argued that 46% of the variances of the variable namely organizational commitment for supply chain success are

explained by the variable workaholism. The standard error of estimate is considered as an indicator that shows the variability of the predicted extent y around the regression line. Whatever such error is small, the prediction is more accurate, and correlation coefficient is more robust. Given the extent of the standard error of regression estimate, it is clear that this value (0.59) is less than the standard deviation of organizational commitment (0.80). Therefore, the regression model is suitable and proper in this regard.

Table 4: A summary of the regression effect of workaholism on organizational commitment for supply chain success

Multiple Correlation Coefficient	Coefficient of Determination	Modified Coefficient of Determination	Estimation Standard Error	Standard Deviation
0.68	0.46	0.46	0.59	0.80

Because the F statistic assumes that the slope of the betas is zero ($\beta_1, \dots, \beta_k = 0$), this issue will be strongly rejected given the table findings. Whatever the independent variable explains more variance of the dependent variable, the statistics F will be greater. Table 5 shows that the linear relationships between the variables entered into the model (workaholism) and the variable namely

organizational commitment is significant ($\alpha \leq 0/05$). Thus, we can say that the use of linear regression model is permitted, i.e. the independent variable of workaholism can predict the variable organizational commitment for supply chain success.

Table 5: ANOVA of the regression analysis of organizational commitment for supply chain success

Source of Changes	Degree of Freedom	Total Squares	Mean Squares	F Value	Significance Level
Reg. Effect	1	77.38	77.38		
Left	264	91.07	0.34	224.3	0.000
Total	265	168.45			

The results specified in Table 6 confirm the primary hypothesis of the current research, i.e. workaholism can influence the organizational commitment of the personnel

in the Supreme Audit Court, and accounts for 68% of the changes in organizational commitment for supply chain success.

Table 6: Standard and non-standard Coefficients of the regression of the scores related to workaholism and organizational commitment for supply chain success

Model	t-Significance	T value	Standard Coefficient	Standard Error	Standardized Coefficients
	Sig T	T	Beta	Std. Error	B
Constant Value	0.015	2.4	—	0.24	0.59
Workaholism	0.000	15	0.68	0.07	0.99

To test the first secondary hypothesis, the workaholic components which include work involvement, feeling of being driven to work, and work enjoyment, given the measurement level of the variables which are placed at a spatial level and also given the measurement level of distance of the variable “organizational commitment” for supply chain success, Pearson's correlation coefficient r was used. And based on the results, the significance level obtained for each three relations under study (Sig=0.000) was estimated to be less than the research's alpha ($\alpha \leq 0/05$).

In the current research, work involvement by the coefficient of 0.80, feeling of being driven to work by the coefficient 0.33, and work enjoyment by 0.33 have a

significant relationship with organizational commitment at the significance level less than 5%, and the secondary hypotheses of the impacts of workaholism subscales on the organizational commitment are confirmed. Thus, there is sufficient evidence for confirming the first secondary hypothesis in the research. According to the obtained results it can be said that whatever work involvement, feeling of being driven to work, and work enjoyment are increased, the organizational commitment of the personnel in the Audit Court will be raised, and vice versa. The type of the correlation between two relevant variables is direct (positive).

Table 7: Correlation coefficient between the components of workaholism and organizational commitment for supply chain success

Independent Variables \ Dependent Variable	Workaholism Subscales			
	State	Work Involvement	Feeling of being Driven to Work	Work Enjoyment
	Intensity	0.80**	0.33**	0.33**
	Significance	0.000	0.000	0.000
Organizational Commitment for Supply Chain Success	Number	299	285	280

** $P \leq 0/01$

The regression model of the relationships between the subscales namely workaholism and organizational commitment for supply chain success, with the multiple regression coefficient of 0.81, and its square or the coefficient of determination of 0.65, and the modified coefficient of determination of 0.65 (as indicative of actual

value of the changes in the dependent variable by the remaining variable in the model) was obtained. According to statistics obtained in Table 7, it can be argued that 65% of the variances of the variable namely organizational commitment are explained by the independent variables evaluated based on the subscales of workaholism.

Table 8: A summary of the regression model of the effect of the subscales namely workaholism on organizational commitment for supply chain success

Multiple Corelation Coefficients	Coefficient of Determination	Modified Coefficient of Determination
0.81	0.65	0.65

The results from an evaluation of Table 8 indicates that the use of regression linear model is possible, and the

workaholism subscales can predict the variable namely organizational commitment for supply chain success.

Table 9: ANOVA of regression analysis of organizational commitment for supply chain success

Sources of Chnages	Degree of Freedom	Total Square	Mean Square	F Value	Significance Level
Regression Effect	2	109.93	36.64	164.05	0.000
Left Over	262	58.52	0.22		
Total	265	168.45			

The results in Table 9 confirm the secondary hypotheses except for the effects of feeling of being driven to work on organizational commitment, i.e. work involvement and work enjoyment influence the organizational commitment of the personnel, and account for 79 and 15% of the changes in organizational commitment for supply chain success, respectively. However, feeling of being driven to work, due to the lack of significance (0.1), is excluded from the regression model. The finalized regression model

for such effects is as follows: organizational commitment = (work involvement) 0.79 + (work enjoyment) 0.15 ϵ_i +

Table 10: std. and non-std. coefficients related to the regression of the scores on workaholism and organizational commitment for supply chain success

Model	Standardized	Standard	Satndard	t-value	T
	Coefficients	Error	Coefficients		
	B	Std.Error	Beta	T	Sig T
Constant Value	1.01	0.2	—	5.07	0.000
Work Involvement	0.82	0.04	0.79	19.29	0.000
Work Enjoyment	0.21	0.06	0.15	3.46	0.001
Feeling of Being Driven To Wok	-0.12	0.07	-0.08	-1.67	0.1

The statistical method used for testing the relationship between the personnel's organizational positions and workaholism and organizational commitment is one-way ANOVA. The result shows that the significance level obtained for workaholism (Sig=0.02) and for organizational commitment for supply chain success (Sig=0.005) is less than the research's alpha ($\alpha = 0.05$).

Therefore, it could be said that the mean of workaholism and the organizational commitment among the personnel in terms of their organizational position is significantly different. Thus, there is sufficient evidence for confirming the second secondary hypothesis in the research which the results are presented in Table (10).

Table 11 Test of one-way ANOVA of variance related to workaholism and organizational commitment for supply chain success based on organizational position

Variable	Source of Changes	Total Squares	Degree of Freedom	Square Mean	Ratio f	Significance Level	Result
Workaholism	Intragroup	4.3	8	0.54	2.4	0.02	Confirm the second secondary Hypothesis
	Intergroup	63.3	282	0.22			
	Total	67.6	290				
Organizational Commitment for Supply Chain Success	Intragroup	13.5	8	1.7	2.8	0.005	Confirm the second secondary Hypothesis
	Intergroup	172	285	0.6			
	Total	185.5	293				

The results from the Levene test indicates the homogeneity of variance between organizational position, and lack of a significant difference BETWEEN organizational post in terms of workaholism, and difference in terms of organizational commitment for supply chain success (Levene test shows the assumption of homogeneity of

variance between groups, and one of the fundamental assumptions is use of the mean difference test. If Sig is not significant, it could be said that there is homogeneity between the variance of the groups, and the difference is not significant).

Table 12: Homogeneity test of the variances including workaholism and organizational commitment for supply chain success

Variables	Levene Statistics	Df1	Df2	Significance Level
Workaholism	0.8	8	282	0.6
Organizational Commitment for Supply Chain Success	2.7	8	285	0.008

To understand the fact that, regarding the organizational commitment of the holders of job positions, the significant difference in the organizational commitment of the holders of the job positions, post hoc test (minimum significant difference) is used. Given the test results, the mean evaluated for each of the organizational positions of the studied personnel shows the mean difference of organizational commitment for supply chain success in

terms of the organizational position of senior chief auditor with assistant auditor and senior auditor; job position of senior chief auditor and assistant auditor and senior auditor; senior auditor with assistant auditor; senior chief auditor with assistant senior and chief senior auditor; auditor with assistant auditor; expert with assistant auditor, and finally manpower in administrative affairs with assistant auditor, which LSD post hoc test confirms this.

Table 13: Post hoc LSD test related to the organizational commitment for supply chain success based on the personnel's organizational position

Job Positions	General Director	Assistant Director	Senior Chief Auditor	Head of Office	Chief Auditor	Senior Auditor	Auditor	Expert	Administrative Affairs
General Director									
Assistant Director					*	*	*	*	
Senior Chief Auditor					*	*	*		
Head of Office						*			
Chief Auditor		*	*						
Senior Auditor		*	*	*					*
Auditor		*	*						
Expert		*							
Administrative Affairs						*			

The statistical method used for testing the relationship between history and workaholism and organizational commitment is one-way ANOVA as well. The result shows that the significance level obtained for workaholism (Sig=0.06) and for organizational commitment for supply chain success (Sig=0.07) is higher than the research's

alpha $\alpha = 0.05$. Therefore, it could be said that the mean of workaholism and the organizational commitment among the personnel in terms of their history is not significantly different. Thus, there is sufficient evidence for confirming the hypothesis in the research which the results are presented in Table (13).

Table 14: one-way ANOVA of workaholism and organizational commitment for supply chain success based on the personnel's record

Variables	Source of Changes	Total Squares	Degree of Freedom	Mean Square	f ratio	Significance Level	Result
Workaholism	Intra-group	1.28	2	0.64	2.77	0.06	Reject secondary third hypothesis
	Inter-group	67.69	293	0.23			
	Total	68.69	295				
Organizational Commitment for Supply Chain Success	Intra-group	3.37	2	1.8	2.67	0.07	Reject secondary third hypothesis
	Inter-group	186.2	295				
	Total	189.6	297				

The fourth secondary hypothesis of the current research examines the difference of workaholism and organizational commitment among the personnel in terms of gender. To test the relationship between workaholism and organizational commitment as spatial variables and gender as a two-state nominal variable, the mean difference test is used. To test the significance of the relationship between a two-mode nominal variable (gender) and spatial variables in the form of a distinct test (workaholism and organizational commitment), when two existing modes in a variable are different from each other, mean difference method with the independent sample t-test is used.

To carry out this test, by referring to the results from Levene test which is done on the equality of the variance between two sample groups (man and woman), it could be said that, in Table 13, homogeneity test of variances for

workaholism ($F=0.01$) and for organizational commitment ($F=0.18$) indicates that there is not any significant difference between the variance of workaholism and organizational commitment in the man and woman groups. On the other hand, the variances of the samples in this research are equal. Thus based on Table 14, it could be argued that there is not a significant difference between the mean of the extents of the variables namely workaholism and organizational commitments in terms of the independent groups (the personnel's gender). Thus, there is sufficient evidence for rejecting the fourth hypothesis in the research. It can be concluded that the gender of the personnel under study does not play a role in explaining the variances of workaholism and organizational commitment in the current research, and so cannot have a different role.

Table 15: Descriptive statistics of workaholism and organizational commitment for supply chain success based on the personnel's gender

Variables	Gender	Number	Mean	Mean Difference	Standard Deviation	Standard Error
Workaholism	Female	38	3.1	0.18	0.48	0.08
	Male	255	3.3		0.48	0.03
Organizational Commitment for Supply Chain Success	Female	41	4.07	0.14	0.75	0.12
	Male	254	4.22		0.8	0.05

Table 16: Inferential statistics relevant to the relationship between the personnel's gender, workaholism, and organizational commitment for supply chain success

Dependent Variable	F Homogeneity of Variances	F Significance	valueT	T Significance	Mean Difference
Workaholism	0.01	0.98	1.96	0.06	0.16
Organizational Commitment for Supply Chain Success	0.18	0.7	1.12	0.27	0.14

6. Discussion and conclusion

Given that the current research examines the relationship between workaholism and organizational commitment, and also the relationship between the subscales of workaholism and organizational commitment for supply chain success, according to the results and the research objectives, the findings are as follows:

1) Some factors such as management and planning to design regulatory mechanisms, the involvement of the personnel working in the Supreme Audit Court of Iran, creating the fertile grounds for encouraging people to

show interest in work, and also the regulation of business enjoyment can significantly contribute to the systematization of workaholism among the personnel in the Audit Court, and also pave the way for further organizational commitment among them.

-By giving priority to the issues of work involvement and work enjoyment among the personnel practicing in the Supreme Audit Court of Iran, it is possible to strengthen the organizational commitment for supply chain success.

-As much as work involvement is increased among the Supreme Audit Court of Iran, the organizational commitment in general, and normative commitment,

continuance commitment and affective commitment, respectively, will go up.

-As much as the personnel's feeling of being driven to work in the Supreme Audit Court is increased, the organizational commitment in general, and continuance commitment, normative commitment, and affective commitment, respectively, will go up.

-As much as the work enjoyment of the personnel in the Supreme Audit Court is increased, the organizational commitment for supply chain success will go up accordingly.

The staff in the Supreme Audit Court work long hours and are less willing to have a break in the workplace, so that their minds are not at rest during vacations and on holidays, and are preoccupied with organizational problems, and they always are concerned with business and constantly thinking about their work concerns. Therefore, they have less interest in sufficient rest and being on a vocation, and pay more attention to their working time and job participation. They feel sense of fatigue on holidays, and they are totally involved with their work, while from a positive perspective, the same involvement can increase organizational commitment for supply chain success. In contrast, from a negative perspective, the intensified workaholism, excessive work involvement, and work enjoyment can lead to satiation and decrease in organizational commitment for supply chain success. Thus, logical and fundamental planning on how to attend workplace and time of involvement and participation can strengthen organizational commitment for supply chain success [19]. On the other hand, such planning should also prevent staff from organizational concerns out of business environment, so as to maintain staff's vitality and good spirit and thus enabling them to attend workplace with a refreshed spirit and doubled energy. Therefore, the formulated plan has to prevent excessive workaholism among the staff [16], [17].

When staff working in the Supreme Audit Court feel mental torment and guilt on their vocation, and think that hard working is equivalent to job enjoyment, and never prefer to replace rest with work and accept hardworking wholeheartedly, they actually are internally being driven to work, and if this continues on a moderate level (not radically), it can increase organizational commitment among them.

When staff prefer to work and they always like to conduct their job in organization, such work is highly pleasing for them, and they expect to work more and more and this

excessive involvement makes them satisfied. If this process take place moderately (not excessively), there is possibility of increased organizational commitment for supply chain success [20].

2) Organizational positions of the staff working in the Audit Court is varied based on organizational commitment in the organizational positions under study, so that:

-Organizational commitment of senior chief auditors is different from that of assistant auditors and senior auditors.

-Organizational commitment of senior chief auditors is different from those of offices' assistants and senior auditors [18].

-There is a significant difference between the chief auditors working in the Court of Auditors in comparison with assistant auditors, in terms of organizational commitment for supply chain success.

- There is a difference among senior auditors with assistant auditors and senior chief auditors, in terms of organizational commitment for supply chain success.

- In addition, in terms of organizational commitment, there is a significant difference between senior auditors and assistant auditors, experts and assistant auditors, and finally the staff working in administrative positions and assistant auditors.

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