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Linking regulatory mode orientation to work-life conflict in moderated mediated model of employee proactivity, thriving at workplace and workaholism

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Abstract. *Purpose*. The study aims to address the research question on how and why regulation orientation mode influences work life conflict. Its further studies in what ways the relationship between regulation mode orientation and thriving at workplace depends on the level of employees' proactivity. *Study design*. The current study sought to use a three-wave time-lagged moderated mediation model. The survey was conducted in three time points based on the selected respondents from the Information Technology or Information Technology Enabled Services Enabled Services sector and the final sample was 350. All data analysis was done using Smart PLS 4. *Findings*. The findings established that workplace thriving and workaholism act as serial mediators of the relationship between regulatory orientation mode, work-life conflict. Results also hinted at how the enhancement of employees' proactivity amplified work-life conflict by diminishing the impact of regulatory orientation mode on work-life balance. *Value of results*. This work expands the understanding of the regulatory orientation mode and its influence on work-life conflict using the concepts of moderated mediation in the realm of human resource management and organizational psychology.

Keywords: proactivity, assessment, locomotion, thriving at work, workaholism, work-life conflict.

Introduction

Researchers are showing more curiosity in individuals' positive aspects such as happiness at workplace (HAW) and organisational citizenship behaviour (Al-shami et al., 2023). One among these positive aspects in organizational setting is employee proactivity (EP) and regulatory mode orientation (RMO). RMO is a goal-pursuit orientation that is always looked upon as a possible way of revising ways of achieving goals. Similarly, EP is generally considered as a positive trait, desirable by organizations, as it benefit organizations by increasing organizational effectiveness (Griffin et al., 2007). EP contributed to individual's career success (Tornau, Frese, 2013) and also organization's success (Fay et al., 2023).

Individuals exhibiting mechanisms of RMO and EP always aim to push the boundaries beyond the allocated workload to avoid conflicts or develop workaholic behaviour (Frese et al., 2007). In short, extant literature hints that a proactive employee with a self-regulation mode has career success and

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contributes more to organizational success but it comes at a price. For instance, one of the seminal studies pointed out the negative effects of workaholism (Wh) in terms of a high rate of burnout due to low work-related resources (Shimazu et al., 2009). The study hinted at EP and RMO to be some of the antecedents of Wh. The study also showed the relation between workaholism and low levels of life satisfaction.

Today the style of team management has made an overhaul change from centralized to decentralized one (Pettit et al., 2023). Hence, in order to keep pace with these changes, employees go beyond fulfilling the targets and goals by being proactive and self-regulating the goals. This over-commitment towards work has been described as workaholism (Sussman, 2012), draining employees' resources to be devoted for non-work domain. This argument is based on resource depletion perspective of conservation of resources (COR) theory and RMO framework (Hobfoll, 1989; Hobfoll, 2002; Schaufeli et al., 2005). Previous studies have largely focused on positive outcomes of EP and RMO with limited indicators of well-being indicators (affect-related: Strauss et al., 2017; or physiological indicators of strain: Fay, Hüttges, 2017). The study focusses on negative outcomes such as Wh and work-life conflict (WLC) due to EP and RMO.

Deepening knowledge on the relationship between workplace proactivity, RMO and thriving with its effect on Wh and WLC is pertinent in this study. The rationale lies in the fact that mentally disconnecting from work-related issues beyond working hours (off-working hours) is a prerequisite for lessening stress and strain resulting in lessened WLC (Querstret, Cropley, 2012). Very few studies were found exploring the effect of between these constructs (exception see: Cui, Li, 2021; Falvo et al., 2013). But it is rare to see an empirical study in the existing literature that verified the interplay of two independent variables EP and RMO with thriving as a moderator, workaholism as a mediator and WLC as an outcome variable. The study contributes to the COR theory by linking its theoretical underpinnings explaining the role of thriving and workaholism in determining the impact on WLC. Later sections will deal with theoretical framework and hypotheses development, research methodology including sampling, data collection and analysis. Finally, the article ends with a discussion, implications, conclusion, limitations, and suggestions for forthcoming studies.

Theoretical foundation and hypotheses development

Conservation of resource theory

The relationship between proactivity, regulatory mode orientation, workplace thriving and its effect on work-life conflict and workaholism can be best elucidated on the basis of COR theory (Hobfoll, 2002). The current study summed up the application of conservation of resources (COR) theory as a base theory for work-specific stress or non-stressor mechanism and its consequences on WLC (Zhang et al., 2020). The theory has two perspectives, one being resource depletion and the other being resource conservation. These two perspectives give direction to the nature of the relationship between work-related behaviours and its effect on work and non-work domain (Sarwar et al., 2021).

The basic tenets of COR theory suggest that employees tend to reserve resources which would help them tide over stressful work demands to maintain balance with non-work domain (Hobfoll, 2001). Therefore, employees with less resources at work or whose resources have been depleted may not be able to handle non-work domain demands which will compel him to indulge in workaholism. Work-related resources are pivotal for employees. When the resources are lost or there is threat to the resources at disposal or the employees lose then irrespective of their time and effort, employees experience stress not confined to work but beyond (Hobfoll et al., 2018). Work-related resources also include personal resources (also known as thriving at work) (Spreitzer et al., 2005) in the sense

that it is directly related to well-being (Galinha, Pais-Ribeiro, 2012; Stansfeld et al., 2013). Hence, according to COR theory when employees anticipate or experience loss of valuable resources, they are likely to mobilize their scare resources (e.g. time and energy) in fulfilling life responsibilities that help in refilling resources. However, if failed to refill the lost resources, conflict ensues and grows (Hobfoll, 2002). Further, COR theoretical framework converged findings from previous research and confirmed the justification for employees to save resources to reduce WLC (Trougakos et al., 2020).

Regulatory mode theory

Regulatory mode theory refers to the notion of self-regulation which is a process of "governing and directing of attention, resources or actions towards one's adopted goals" (Kruglanski et al., 2000). Employees involve in goal-directed action about regulating behaviours to attain goal in various ways. Such self-regulations lead to two orientations (a) locomotion i.e. being good at doing the task and (b) assessment i.e. doing it right. According to regulatory mode theory assessment means "the comparative aspect of self-regulation that critically evaluates alternative goals or means to decide which are best to pursue and appraises performance" (p. 793). Locomotion is defined as "the self-regulatory aspect concerned with movement from state to state and with committing the psychological resources that will initiate and maintain goal-directed progress in a straightforward manner, without undue distractions or delays" (Kruglanski et al., 2000, p. 794). Locomotors always emphasize "getting on with it" and "making something happen" as opposed to assessors who are engaged in critical evaluation.

On a continuum, assessors and locomotors can be categorised as a high (*vs* low) scorers having different implications. For example, high assessors are critical about the situation and constantly indulge in making sure of using the right ways to achieve the goals. Assessors set high performance standards striving for higher accuracy (Kruglanski et al., 2000; Pierro et al., 2011). On the other hand, locomotors with high score tend to be highly motivated and are inclined to achieving more without any interruptions and procrastination. They do not suffer from any nostalgia or compare their present performance with the past (Pierro et al., 2013). Locomotors prefer easier tasks and goals (Kruglanski et al., 2000). In short, assessors with higher score tend to have negative experience in terms of higher work stress (Lo Destro et al., 2017). Similarly, locomotors have positive experiences and aims at reducing the discrepancy between current state and desired state (Di Santo et al., 2021).

The major gap identified to carry out the study is that limited research is found on studying the relationship of: (a) independent variables which are higher order in nature — EP with its four subdimensions (voice, taking charge, problem solving and individual innovation) and RMO with its subdimensions (locomotion and assessment), (b) mediator workplace thriving and its subdimensions sense of vitality and sense of learning (c) mediator workaholism with its two subdimensions working excessively and working compulsively and (d) dependent variable work-life conflict. In the presence of very few studies, particularly with respect to RMO, thriving and workaholism, the author therefor relied on mere summary of individual studies based on COR theory, thereby calling for further exploration.

Conservation of resources and work-life conflict

In some study it was established that while assessment had a positive correlation with stress and turnover intentions, locomotion had a negative correlation with those variables (Lo Destro et al., 2017; Pierro et al., 2013). Another research found that locomotion predicted withdrawal behaviours and in fact, there was negative relationship between locomotion and absenteeism, lateness and early departure from work (Bélanger et al., 2016). However, the relationship between assessment and locomotion specifically in relation to work-life conflict has not been well understood. However, one study did explore the potential synergistic effects of the regulatory mode on subjective well-being (Hong et al., 2004). In their study with students Hong and colleagues found that the participants

low on locomotion but high on assessment reported more often depressive moods. On the other hand, participants with to higher score on locomotion and lower score on assessment reporting higher life satisfaction. Notably, they concluded that high locomotion-high assessment synergy or complementarity does not enhance life satisfaction, even though it enhances performance across the board (Hamstra, Orehek, Holleman, 2014; Pierro et al., 2006; Pierro et al., 2012). Relying on these findings and in the absence of any studies on impact of RMO on WLC, the author posits:

H1: Regulatory mode orientation is positively related to work-life conflict.

Thriving at work and work-life conflict

It is evident from COR theory that employees are always motivated to acquire, preserve and protect important resources such as energy and time (Hobfoll, 1989). WLC is a phenomenon that occurs when work interferes with the responsibilities of life domain (Nauman et al., 2020). Further, literature on thriving has hinted at positive sides of thriving, for example, positive correlation with health (Kleine et al., 2022), job satisfaction (Okros, Vîrgă, 2022); well-being at work (Xu et al., 2021). However, very little is explored on the possible dark sides of thriving at work. Employees thriving at work (TAW) might end up channelizing their time and energy to their work, having a detrimental effect outside work (Porath et al., 2012). On psychological front, when employees experience positive affect at work, they are motivated to devote acquired and preserved resources to work through work engagement (Bai et al., 2023). To summarise, resources devoted in one role i.e. work can negatively impact life domain, leading to WLC. Therefore, consistent with this literature, the author proposes,

H2: Thriving at work is positively related to work-life conflict.

Workaholism and work-life conflict

The popular and manageable term known as workaholism refers to individuals who are work addicted (Oates, 1971). Whereas some people can be described as hardworking, others fit the workaholic definition better as they work overtime, have passion for work, and experience adrenaline surges from working (Bonebright, Clay, Ankenmann, 2000). Oates defined workaholism as "the compulsion or the uncontrollable need to work incessantly" (Oates, 1971, p. 11), which means workaholics are driven by high intrinsic motivation to work. It is only on work for satisfaction while other domains such as health, leisure, and relationships are excluded (Snir, Harpaz, 2009). In one of the seminal works on classification of workaholics with respect to work-life conflict, researchers reported non-enthusiast workaholics to have significantly more work-life conflict than nonworkaholics (Bonebright et al., 2000). Additionally, C. A. Bonebright and colleagues also found enthusiastic workaholics to have significantly more work-life conflict than nonworkaholics. Overall, enthusiastic workaholics and non-enthusiastic workaholics did not differ in work-life conflict. This also hints towards COR theory on the ground that work dependency leading to workaholism stems from using the sufficient resources at disposal for experiencing the sense of accomplishment (Kruglanski et al., 2000). Further, workaholics may lead to depleting the resources to be used for non-work domain. Research on work-life balance has reported that workaholism led to higher work-life imbalance (Aziz, Zickar, 2006). As WLC will also be experienced in case of work-life imbalance, it may be that workaholism will lead to WLC. Similarly, it was found that workaholism is positively related to work-family conflict which was moderated by family-supportive supervisor behaviour and mediated by psychological detachment (Chang et al., 2023). Thus, the following hypothesis is presented.

H3: Workaholism is positively related to work-life conflict.

Regulatory mode orientation and thriving at work

A seminal work on conceptualized workplace thriving as a joint experience of a sense of vitality and learning (Spreitzer at al., 2005). It refers to the positive experience of employees at work.

Vitality is experiencing positive energy and enthusiasm and learning is the ability to enhance self-efficiency through knowledge and skills (Spreitzer, Porath, 2013). G. Spreitzer with colleagues posited regulatory mode to be an important personal trait which makes some employees to behave agentically in terms of being active and finding purpose at work (Spreitzer et al., 2005). This makes them to thrive more than others. Regulatory mode orientation persuades employees to inculcate the sense of learning and vitality (Jasmand et al., 2012). The author posits that there is a positive relationship between locomotion orientation and workplace thriving because employees with higher locomotion orientation are inclined towards growth accomplishment and development. They are more likely to engage in agentic work behaviours such as exceeding work expectations by being attentive to their needs and engaging in risk-taking and experimentation and exploration on the job (Förster, Grant, Idson, and Higgins, 2001; Niessen et al., 2012). When employees engage in experimentation and exploration, they are more likely to display increased vitality and learning (Spreitzer et al., 2005). The author, further, posits that the relationship becomes more robust when the employees are high on assessment orientation.

Both locomotion and assessment galvanize employees to thrive at workplace to pursue service and sales goals (Jasmand et al., 2012). However, there are few contradictions in previous research concerning the relationship between assessment and thriving. For example, though there is a positive relationship between locomotion orientation and workplace thriving, it was pointed out a negative association with assessment orientation because employees with assessment orientation are less agentic (Lanaj et al., 2012). K. Lanaj and colleagues argued that employees on assessment mode give more importance to perceived risks at work and hence a tendency to display performance-avoidance goal orientation. However, it is evident from previous studies reporting that employees with high assessment scores are pivotal in forming behavioural intentions that lead to successful goal attainment only if they also have high locomotion scores (Higgins, Kruglanski, and Pierro 2003). Further, research demonstrated that the combined effect of locomotion and assessment orientations resulted in successful self-regulation in challenging and difficult endeavors (Kruglanski et al., 2010). Therefore the author combined the effect of locomotion and assessment orientation on thriving.

H4: Regulatory mode orientation is positively related to thriving.

Conservation of resources and workaholism

There are two regulatory modes that could be enacted by an individual in order to control his or her behavior and pursue a particular goal (Higgins, Kruglanski, Pierro, 2003; Kruglanski et al., 2000). The first is the assessment mode where people analyze their goals and the possible strategies to pursue those goals. The other mode is locomotion, in which people are attached to quickly move from state to state. In order to achieve a goal, locomotors are more involved in action than reflection and select steps that most reduce the gap between the current and ideal state. Examples of items in the locomotion scale reflect locomotors' characteristics: "I am a locomotor" (locomotors are persons of action) and "By the time I accomplish a task, the next one is already in mind" (locomotors begin a new task immediately they have finished one) (Kruglanski et al., 2000). However, since high levels of locomotion could lead to dependence on work, the current study hypothesised that this regulatory mode would be positively associated with workaholism. This is indirectly demonstrated by the fact that two items in the locomotion scale (Kruglanski et al., 2000) make explicit reference to workaholism concepts: "I am a workaholic" and "Even when I am not at work, my mind is on the job I want to do". As the author suggested above because of their constant concern with appraisal and evaluation individuals high (*vs* low) on assessment tendency can hardly be described as 'immersed' in the activity as such; constant evaluating, calculating differences, comparing options, etc In line with previous discussion the author also anticipated that the locomotion dimension will be positively related to the commitments

of physical effort to work activities while effort investment is expected to enhance goal achievement (see Sheldon, Elliot, 1999). In particular, the author postulated that high level of locomotion and the assessment would reveal higher success in attainment than their counterparts who would represent other value profiles of the two regulatory modes (cf. Kruglanski et al., 2000).

H5: Regulatory mode orientation is positively related to workaholism.

Thriving at work and workaholism

Based on COR theory, when employees are motivated to invest too much time and effort in growing in their job by means of vitality and learning, they become workaholics and end up over-working (Hobfoll, 1989; 2002). It was found in their studies found that workplace thriving leads to higher performance and increased self-efficiency that ultimately makes them workaholic (Walumbwa et al., 2018; Frazier, Tupper 2016). Further, the need for employees to constantly ruminate and improve continuously during learning urge employees to actively invest more resources at disposal and vitality leads to taking initiatives at work (Carmeli et al., 2009). Thus, the author posits that employees thriving at work might also be compulsive to over-work. Thus, the hypothesis is as follows:

H6: Thriving is positively related to workaholism.

Serial mediation of thriving at work and workaholism in between regulatory mode orientation and work-life conflict

As for now, there is a lack of empirical evidence on the serial mediation of TAW and Wh to understand their relationship with RMO and WLC. However, these variables have been investigated but not in combination. When individuals consider work activities as having a positive self-impact, they invest more resources in work and fewer investment in family (Chang, Busser, 2020). Employees who are thriving at work want to do more for their organization (Han, Wei, 2013). Therefore, employees engage themselves in extra-role behavior in order to go beyond their working normal working time in an organizational setting. In the present study, the author intends to explore TAW and Wh as serial mediators for RMO and WLC association for the first time using a framework of COR theory and RMO theory. The common notion is that employees thriving at work might end up channelizing their time and energy to their work, having a detrimental effect outside work (Porath et al., 2012). On psychological front, when employees experience positive affect at work, they are motivated to devote acquired and preserved resources to work by becoming workaholic, interfering with less to non-work (life) domain (Bai et al., 2023). Taking into consideration the past literature, the author intends to build the extant literature that self-regulatory goal behaviours increase TAW, which further encourages Wh, resulting in WLC. Therefore, proposed hypothesis is that:

H7: Workplace thriving and workaholism serially mediates the relationship between regulatory mode orientation and work-life conflict.

Employee proactivity as a moderator

EP is defined as the extent to which an individual is capable of proactively influencing or shaping the environment by effectively responding to the events (Bateman, Crant, 1993). Proactive employee and those with internal locus of control have the perception that they are capable of performing productive, transforming actions (Rotter, 1966). This means that there is an increased likelihood of the proactive employees exhibiting higher self-regulatory goal behaviour, and striving for personal satisfaction derived from their jobs (Clercq, Pereira, 2021). Psychological empowerment involves employees readily performing their tasks in an organization (Spreitzer, 1995). One study found out that proactive people are responsive to constructive behaviors like learning, creating a positive work context, and identifying opportunities for development (Wang et al., 2017). Prior studies reveal that personal characteristics such as EP act as a driving force in determining how people may be different in terms of locomotion and assessment, as well as, success (Akgunduz et al., 2018). Therefore, in line

with the resource preservation component of the COR theory, relationship between RMO and TAW is moderated by EP (Hobfoll, Shirom, 2000). Hence, it can be hypothesized that:

H8: EP will moderate the effect of regulatory mode orientation on thriving at work such that effect is stronger with higher proactivity.

The overall conceptual model which is a complex one is broken into model A and model B, to have a clear understanding and to avoid any kind of confusion. The overall model is given below:

Methodology

Sample and data collection

The sample size was determined by performing a priori power analysis in G*Power software (Faul, Erdfelder, Buchner, Lang, 2009). The use of G*Power is recommended in the context of PLS-SEM (Hair, Hult, Ringle, Sarstedt, 2017). The sample participants included were from service sector of the country. The study used convenient sampling method for good coverage from different departments of the organizations. To maintain reliability and anonymity, only emails were collected which would help in matching the responses across the time waves.

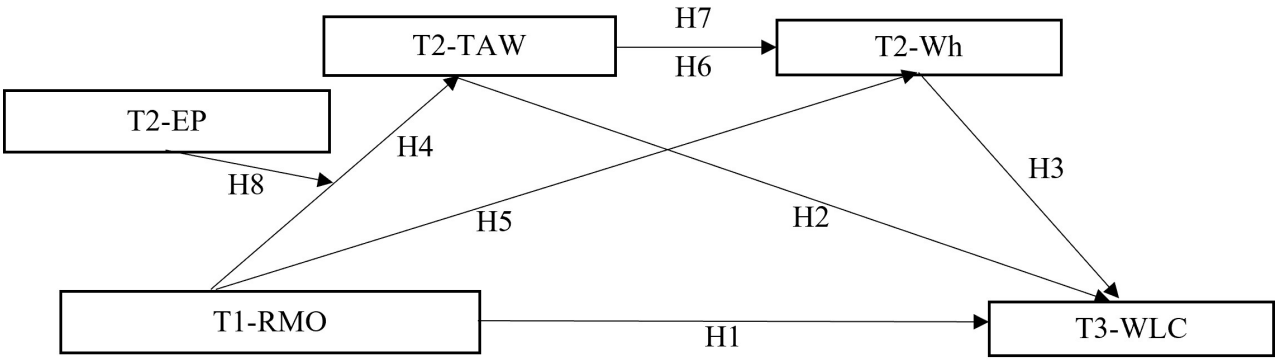


Figure 1. Theoretical model (Source: Author's own work)

Data were collected in 3 waves because a good mediation analysis in time lagged models requires at least 3 waves data from the same respondents in all waves (i.e. a three-wave panel) (Cole, Maxwell, 2003; Maxwell, Cole, 2007). Responses on independent variable RMO was collected on first wave, herein referred to as T1 (Time 1). Data on the moderator i.e. EP and the mediators TAW and Wh were collected in second wave T2 (Time 2). In the final wave T3 (Time 3), responses were collected for the dependent variable WLC. The control variables (age, gender, education and tenure) were surveyed only in the first wave. After matching the respondents for all the three waves, we were able to receive 350 final set of responses out of 520 surveys (58.46% response rate). The characteristics of the final sample are shown in Table 1.

Variables measurement

The study utilized standardized scales for the constructs to test the hypothesized model. For capturing responses on RMO, the author used scale having two sub scales — locomotion and assessment — each having 12 items (Kriglanski et al., 2000). A sample item reflecting locomotion is "By the time I accomplish a task, I already have the next one in mind". A sample item for assessment is "I like evaluating other people's plans". However, three items from assessment scale were dropped due to poor factor loading, hence, leaving nine items.

Table 1. Sample demographic information for wave 3

Demographic variable	Frequency	Percentage
Gender		
Male	197	56.28%
Female	153	43.71%
Age		
21-30 years	103	29.42%
31-40 years	121	34.57%
41-50 years	108	30.85%
More than 50 years	18	5.14%
Tenure with the current organization		
less than 5 years	117	33.42%
5-10 years	220	62.85%
More than 10 years	13	3.71%
Education		
Bachelors	231	56%
Masters	111	41.71%
Doctorate	8	2.3%

Source: Author's calculation

Employee proactivity

The author measured EP by using the scale with 13 items (Parker, Collins, 2010). EP is measured as a higher order construct with four sub-dimensions (a) three items of taking charge "How frequently do you Try to implement solutions to pressing organization problems?", (b) four items of voice "How frequently do you Speak up and encourage others in the workplace to get involved with issues that affect you?", (c) three items of problem prevention "How frequently do you Spend time planning how to prevent reoccurring problems" and (d) three items of individual innovation "How frequently do you Generate creative ideas?".

Thriving at work

For measuring TAW, the author used the scale to measure thriving at work, with 10 items (Porath et al., 2012). Thriving at work is a higher order construct with lower-order constructs (a) learning with five items such as "I find myself learning often" and (b) five items for vitality such as "I feel alive and vital". Item No. 4 of learning and item No. 3 of vitality were reverse coded for analyses.

Workaholizm

The author measured Wh using the 10 item Dutch Work Addiction Scale (DUWAS-10) with two subscales evaluating Working Excessively (WE) and Working Compulsively (WC), each with five items Schaufeli, Taris and Bakker (2008)'s. The values of the items ranged from 1 ("almost never") to 4 ("almost always").

Work-life-conflict

WLC was measured work-life conflict using Fisher et al., (2009) 5-item scale. A sample item is "My job makes it difficult to maintain the kind of personal life I would like".

Control variables

Extant literature has pointed out that age and gender were related with work-life conflict and workaholism (Ni et al., 2023; Burke, 2001). Additionally, education is linked to workaholism and work-life conflict (Torp et al., 2018). Therefore, we controlled for employees' age, gender, tenure and education to minimize potential biases associated with demographic differences (Steers, 1977). Age was measured in years and gender, tenure and educational qualification were treated as dummy variables (1 = female, 2 = male), tenure (1 = less than 5 years, 2 = 5- 10 years, 3 = more than 10 years) and education (1 = bachelors degree, 2 = masters degree, 3 = doctorate/Phd).

Data analysis and results

Data were analysed by using partial least squares structural equation modelling (PLS-SEMTo prove the model, the two-stage disjoint approach for higher-order constructions was used (Sarstedt et al., 2019).

Evaluation of measurement model

Factor loadings of all the items for lower order constructs along with their Cronbach alpha, composite reliability and AVE is shared in table 2. Three items from assessment scale (T1-A5, T1-A6 and T1-A7) marked as a were removed with factor loadings less than 0.60 (Hair et al., 2022). Measures of reliability and validity were satisfied and hence, measurement model was found to be reliable and valid. Further, the author relied on HTMT criterion for establishing discriminant validity (Hwang et al., 2023).

Table 2. Evaluation of measurement model

Reliability and validity of the constructs						
Construct	**Coding**	**Factor Loadings**	**A**	**RhoA**	**Composite Reliability**	**AVE**
T1— Regulatory mode orientation						
T1-Locomotion			.911	.919	.925	.511
"I don't mind doing things even if they involve extra effort."	T1-L1	.762				
"I am a workaholic.»	T1-L2	.778				
"I feel excited just before I am about to reach a goal."	T1-L3	.783				
"I enjoy actively doing things, more than just watching and observing."	T1-L4	.663				
"I am a doer."	T1-L5	.697				
"When I finish one project, I often wait awhile before getting started on a new one." (reverse-scored)	T1-L6	.706				
"When I decide to do something, I can't wait to get started."	T1-L7	.714				
"By the time I accomplish a task, I already have the next one in mind."	T1-L8	.726				
"I am a «low energy» person." (reverse-scored)	T1-L9	.797				
Most of the time my thoughts are occupied with the task I wish to accomplish	T1-L10	.825				
"When I get started on something, I usually persevere until I finish it."	T1-L11	.704				
"I am a «go-getter.»"	T1-L12	.733				
Assessment			.863	.865	.892	.529
"I never evaluate my social interactions with others after they occur." (reverse-scored)	T1-A1	.716				
"I spend a great deal of time taking inventory of my positive and negative characteristics."	T1-A2	.774				
"I like evaluating other people's plans."	T1-A3	.826				
"I often compare myself with other people."	T1-A4	.667				
"I don't spend much time thinking about ways others could improve themselves." (reverse-scored)	T1-A5	a				
"I often critique work done by myself or others.	T1-A6	a				
"I often feel that I am being evaluated by others."	T1-A7	a				
"I am a critical person."	T1-A8	.623				
"I am very self-critical and self-conscious about what I am saying."	T1-A9	.792				
"I often think that other people's choices and decisions are wrong."	T1-A10	.795				
"I rarely analyze the conversations I have had with others after they occur." (reverse-scored)	T1-A11	.801				
"When I meet a new person I usually evaluate how well he or she is doing on various dimensions (e.g., looks, achievements, social status, clothes)."	T1-A12	.654				

Time 2 — Workplace proactivity						
Time 2-Taking charge			.903	.908	.940	.838
"How frequently do you Try to bring about improved procedures in your workplace?"	T2-TC1	.929				
"How frequently do you Try to institute new work methods that are more effective?"	T2-TC2	.935				
"How frequently do you Try to implement solutions to pressing organization problems?"	T2-TC3	.881				
Voice			.930	.937	.950	.827
"How frequently do you Communicate your views about work issues to others in the workplace, even if your views differ and others disagree with you?"	T2-V1	.890				
"How frequently do you Speak up and encourage others in the workplace to get involved with issues that affect you?"	T2-V2	.914				
"How frequently do you Keep well informed about issues where your opinion might be useful to your workplace?"	T2-V3	.919				
"How frequently do you Speak up with new ideas or changes in procedures?"	T2-V4	.914				
Individual innovation			.893	.899	.934	.824
"How frequently do you Generate creative ideas?	T2-II1	.873				
"How frequently do you Search out new techniques, technologies and/or product ideas?"	T2-II2	.927				
"How frequently do you Promote and champion ideas to others?"	T2-II3	.923				
Problem prevention			.933	.935	.957	.881
"How frequently do you Try to develop procedures and systems that are effective in the long term, even if they slow things down to begin with?"	T2-PP1	.926				
"How frequently do you Try to find the root cause of things that go wrong?"	T2-PP2	.936				
"How frequently do you Spend time planning how to prevent reoccurring problems?"	T2-PP3	.955				
Time 2 (T-2) Thriving at workplace						
Learning			.901	.904	.900	.645
"I find myself learning often."	T2-Learn1	.679				
"I continue to learn more and more as time goes by."	T2-Learn2	.841				
"I see myself continually improving	T2-Learn3	.818				
"I am not learning." (R)	T2-Learn4	.845				
"I have developed a lot as a person."	T2-Learn5	.822				
Vitality			.948	.952	.960	.828
"I feel alive and vital."	T2-Vital 1	.908				
"I have energy and spirit."	T2-Vital 2	.898				
"I do not feel very energetic." (R)	T2-Vital 3	.921				
"I feel alert and awake."	T2-Vital 4	.905				
"I am looking forward to each new day."	T2-Vital 5	.917				
Time 2 (T-2) Workaholism						
Working compulsively			.856	.891	.91	.779
"It is important to me to work hard even when I don't enjoy what I'm doing."	T2-WC1	.865				
"I feel obliged to work hard, even when it's not enjoyable."	T2-WC2	.902				
"I feel that there is something inside me that drives me to work hard."	T2-WC3	.857				
"I feel guilty when I take time off."	T2-WC4	.904				
"It is hard for me to relax when I'm not working."	T2-WC5	.908				

Working excessively			.934	.942	.953	.853
"I seem to be in a hurry and racing against the clock."	T2-WE1	.912				
"I find myself continuing to work after my co-workers have called it quits."	T2-WE2	.923				
"I spend more time working than on socializing with friends, on hobbies, or on leisure activities."	T2-WE3	.916				
"I stay busy and keep many irons in the fire."	T2-WE4	.908				
"I find myself doing two or three things at one time such as eating and writing a memo, while talking on the telephone."	T2-WE5	.848				
Time 3 (T3)-Work-Life Conflict			.932	.937	.948	.786
"I come home from work too tired to do things I would like to do."	T3-WLC1	.892				
"My job makes it difficult to maintain the kind of personal life I would like."	T3-WLC2	.895				
"I often neglect my personal needs because of the demands of my work."	T3-WLC3	.890				
"My personal life suffers because of my work."	T3-WLC4	.877				
"I have to miss out on important personal activities due to the amount of time I spend doing work."	T3-WLC5	.878				

Note: a = items deleted with factor loadings less than 0.60. T1-RMO: Regulatory mode orientation at time-1; T2-TAW: Thriving at workplace at time-2; T2-Workaholism: Workalism at time-2; T2-EP: Employee Proactivity at time-2; T3-WLC: Work-life conflict at time-3 Source: Author's calculation.

As a tradition, discriminant validity is evaluated by using cross-loadings and criterion (Fornell, Larker, 1981). But these methods are insufficiently sensitive to detect discriminant validity. Some researchers introduced a more sensitive new criterion, heterotrait-monotrait ratio of correlations (HTMT), for measuring discriminant validity (Henseler, Ringle, Sarstedt, 2015). Using more conservative approach (considered as the strictest criterion), HTMT value between two constructs must be less than .85 ($HTMT._{85}$). Table 3 shows that all HTMT values between constructs are below .85 (Henseler et al., 2015).

Table 3. Heterotrait-monotrait ratio (HTMT)

Variable	T1-Assess	T1-Loco	T2-II	T2-Learn	T2-PP	T2-TC	T2-Vital	T2-Voice	T2-WC	T2-WE	T3-WLC
T1-Assess											
T1-Loco	.582										
T2-II	.584	.475									
T2-Learn	.759	.559	.438								
T2-PP	.762	.465	.463	.665							
T2-TC	.834	.445	.415	.716	.645						
T2-Vital	.764	.731	.646	.631	.529	.662					
T2-Voice	.757	.393	.395	.598	.625	.801	.646				
T2-WC	.526	.464	.464	.507	.438	.384	.507	.412			
T2-WE	.713	.549	.504	.694	.636	.537	.609	.545	.487		
T3-WLC	.496	.65	.476	.426	.396	.398	.586	.411	.431	.473	

Note: T1-RMO: Regulatory mode orientation at time-1; T2-TAW: Thriving at workplace at time-2; T2-Workaholism: Workalism at time-2; T2-EP: Employee Proactivity at time-2; T3-WLC: Work-life conflict at time-3 Source: Author's calculation

Evaluation of structural model

The size and significance of path coefficients in the structural model are tabulated in Table 4. Table 4 shows direct influences between the study variables and the results of the hypotheses. Standardized root means square residuals (SRMR) are used to evaluate the goodness of fit index. The value of SRMR for the estimated model is 0.074, less than the critical value of 0.08 (Hair et al., 2022).

The proposed positive relationship between RMO and WLC (*H1*) was supported with $\beta = 0.443$, $p < 0.05$. Likewise, positive relationship between TAW and WLC ($\beta = 0.072$, $p < 0.05$), Wh and TAW ($\beta = 0.129$, $p < 0.05$), RMO and TAW ($\beta = 0.513$, $p < 0.05$), RMO and Wh ($\beta = 0.460$, $p < 0.05$) and lastly TAW and Wh ($\beta = 0.327$, $p < 0.05$) supported *H2, H3, H4, H5* and *H6* of the study respectively.

Table 4. Hypothesis testing

Direct effects	Beta	*t*-statistics	*p*-values	CI [2.50,97.5]	F^2	Hypothesis
T1-RMO -> T3-WLC	.443	4.678	.000	[.253, .626]	.089	H1-Supported
T2-TAW -> T3-WLC	.072	2.345	.428	[–.104, .254]	.019	H2-Supported
T2-Wh -> T3-WLC	.129	3.188	.137	[–.048, .294]	.011	H3-Supported
T1-RMO -> T2-TAW	.513	8.087	.000	[.387, .634]	.301	H4-Supported
T1-RMO -> T2-Wh	.460	6.750	.000	[.324, .591]	.416	H5-Supported
T2-TAW -> T2-Wh	.327	4.842	.000	[.193, .460]	.082	H6-Supported
T2-EP x T1-RMO -> T2-TAW	–.078	2.912	.004	[–.130, –.025]	.025	-

Note: T1-RMO: Regulatory mode orientation at time-1; T2-TAW: Thriving at workplace at time-2; T2-Workaholism: Workalism at time-2; T2-EP: Employee Proactivity at time-2; T3-WLC: Work-life conflict at time-3. Source: Author's calculation

In addition, structural model evaluation includes the predictive relevance in terms of effect sizes e.g. f^2 (Hair et al., 2017). The f^2 results in PLS-SEM measure the effect size, indicating the strength of the relationship between the independent and dependent variables. Following guidelines (0.02 for small effect, 0.15 for medium effect, and 0.35 for large effect (Cohen, 2013) the effect size also known as f^2 was measured and reported in Table 4. In the current study results, the effects range from weak (e.g., "Workaholism –> WLC") to a stronger one (e.g., "RMO –> workaholism"). Workaholism has the smallest effect on WLC ($f^2 = 0.011$); RMO has a large effect on workaholism ($f^2 = 0.416$) and the moderating effect is also small ($f^2 = 0.025$).

Collinearity between each set of predictor variables must be checked before hypotheses testing 1 (Hair et al., 2014). A frequently used measure of collinearity is variance inflation factor (VIF). Its value should be 5 or lower. The SmartPLS results in Table 5 indicate that all VIF values are below 5, indicating the absence of collinearity among the predictors. The author has used the recommendations by Hair et al. (2019, 2022) to examine the structural model results for hypothesis testing and the model's explanatory and predictive capacity. The collinearity issues are diagnosed by VIF (Variance Inflation Factor), which are less than the critical value of 3.33 (Hair et al., 2019), to demonstrate the absence of multicollinearity issues.

R-squared measures the predictive accuracy of the model (Figure 2 —values inside the circles). Business intelligence and people-BI tools fit collectively explained 59.7% of the variance in decision-making speed ($R^2 = 0.597$), while decision-making speed explained 54.5% of the variance in firm performance ($R^2 = 0.545$). The predictive accuracy of the model appears to be very high. Following Cohen (2013) guidelines (0.02 for small effect, 0.15 for medium effect, and 0.35 for large effect) the effect size also known as f^2 was measured and reported in Table 5. Business intelligence has a small effect on decision-making speed (f^2 =0.078); decision-making speed has a large effect on firm performance ($f^2 = 1.197$) and the moderating effect is also small (f^2 =0.025). The effect size in the model ranges from small to large

Mediation test

Procedure serves to analyze the two mediators (i.e. commitment and trust). Serial mediation analysis was applied to test whether the association between T1-RMO and T3-WLC was mediated by T2-TAW and T2-Wh (Klarner et al., 2013). The serial models simultaneously tested three mediation pathways (see figure 2). First, Model 1 is estimated without the mediators (Figure 2). The remaining direct relationship between T1-RMO and T3-WLC (0.595) is strong and significant in model 1.

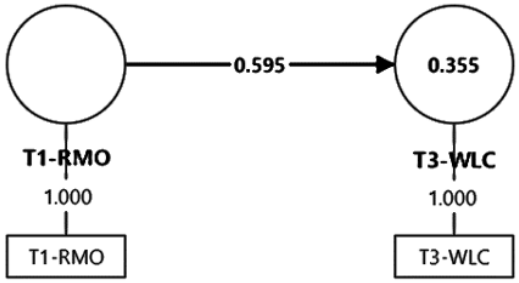
Then, the mediator T2-TAW is included to estimate Model 2a (Figure 3). RMO's indirect effect via TAW on WLC (0.093) is significant (Table 5). While its direct effect on WLC (0.502) remains

significant. Consequently, with 15.6% of the variance accounted for (VAF). TAW partially mediates the RMO–WLC relationship. In this case, if the result is a complementary partial mediation, the VAF may make sense; otherwise, the criterion does not hold good (Hair et al., 2017). Thus, the mediation influence is significant statistically, representing that *H7* was given support. However, if the VAF value found to be much lesser than 0.20, it reveals that there are no mediation effects even with significant *t*-value In this case, if the result is a complementary partial mediation, the VAF may make sense; otherwise, the criterion does not hold good (Hair et al., 2017).

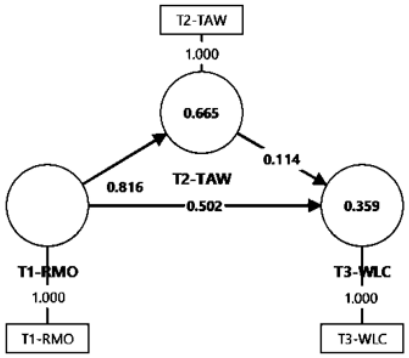
Model 2b (Figure 3) allows examining the hypothesized mediator T2-Wh. T1-RMO's indirect effect via T2-Wh on T3-WLC (.106) is weak, but significant. While its direct effect on loyalty (0.490) remains significant (Table 5). Even though the indirect effect is significant, the effect size of T2-Wh's partial mediation is nearly meeting the critical value of 20% (Hair et al., 2017), as the VAF is only 20.3%.

Finally, the simultaneous inclusion of both constructs (i.e. TAW and Wh) in the model (Model 3 in Figure 2) suggests that RMO's direct effect on WLC (0.443) remains significant. Furthermore, the indirect effect via TAW and Wh (0.153) is significant and translates into a VAF of 25.6% (Table 5). A joint consideration of T2-TAW and T2-Wh therefore partially mediates the relationship between T1-RMO and T3-WLC. However, since T2-TAW's mediating role is not as strong as T2-Wh, T2-Wh is the key construct that accounts for the joint mediation.

Model 1

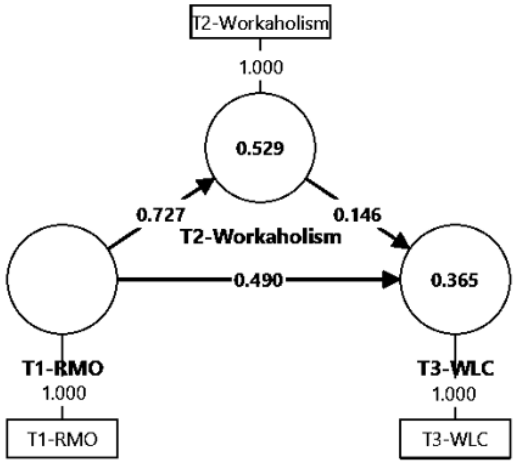


Model 2a

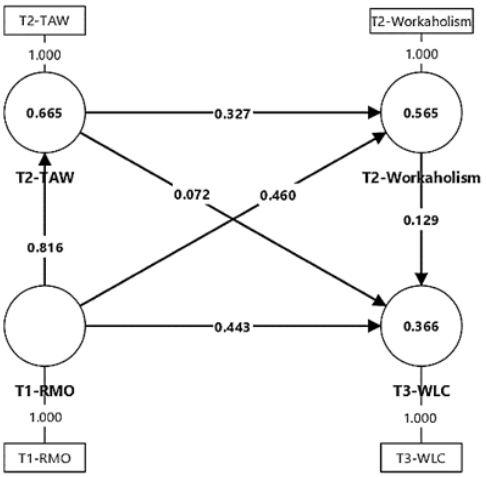


Note: T1-RMO: Regulatory mode orientation at time-1; T2-TAW: Thriving at workplace at time-2; T2-EP: Employee Proactivity at time-2; T3-WLC: Work-life conflict at time-3

Model 2b



Model 3



Note: T1-RMO: Regulatory mode orientation at time-1; T2-TAW: Thriving at workplace at time-2; T2-Workaholism: Workalism at time-2; T2-EP: Employee Proactivity at time-2; T3-WLC: Work-life conflict at time-3

Figure 2. Mediation test

Table 5. Mediation effect

Model	Direct Effect	Indirect Effect	Total effect	t-value	p-value	VAF	Mediation	Hypothesis
Model 1	.595		-	-	-	-	-	-
Model 2a	.502	.093	.595	6.058	.000	.156	No/Partial	Nearer to .20
Model 2b	.490	.106	.596	6.603	.000	.179	Partial	Nearer to .20
Model 3	.443	.153	.596	4.716	.000	.256	Partial	H7 supported

Source: Author's calculation.

Moderated mediation test

The author further conducted a moderated mediation analysis, in which T1-RMO was entered as the independent variable, T3-WLC as the dependent variable, T2-TAW and T2-Wh as mediators and T2-EP as the moderator. Figure 3 of the study shows moderating effect of T2-EP on RMO–WLC relationship. As observed in Table 6, the indirect effect of T1-RMO on T2-TAW via T2-EP was strongest at the lowest level (β = 0.453, 95% CIs [0.323, 0.592] of T2-EP. The indirect effect is weakest at the highest level of T2-EP (β = 0.239, 95% CIs [0.065, 0.424]. Hence, the result did not support hypothesis 8 that the indirect effect of T1-RMO on T2-TAW is conditional on T2-EP. The indirect effect is weaker for employees who report high levels of T2-EP.

Table 6. Moderating effect

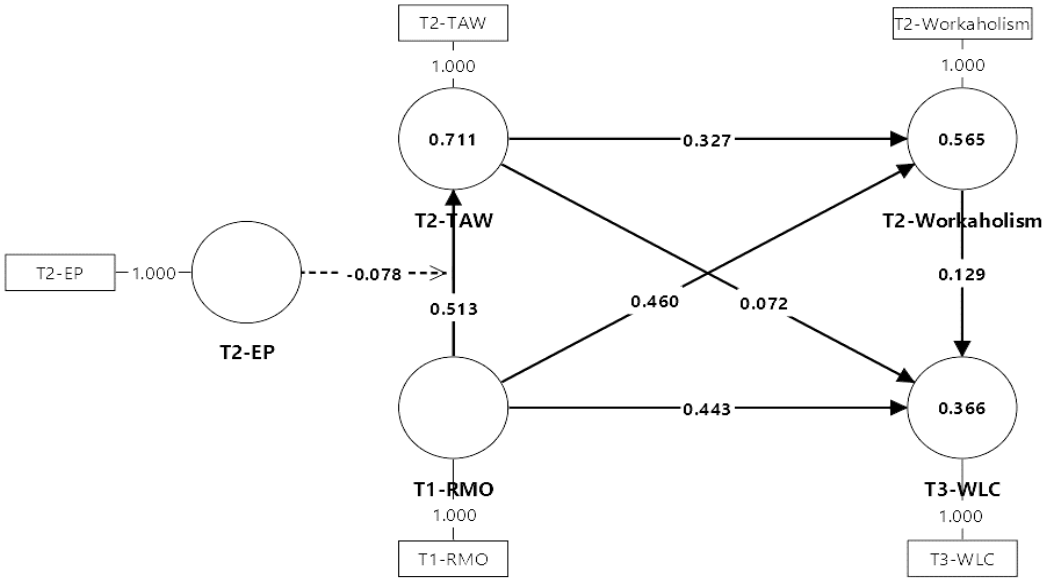
Path	Beta	T-Statistics	*p*-value	Lower CI	Upper CI
T2-EP x T1-RMO -> T2-TAW	–.078	2.912	.004	–.130	–.025

Note: T1-RMO: Regulatory mode orientation at time-1; T2-TAW: Thriving at workplace at time-2; T2-EP: Employee Proactivity at time-2

Table 7. Moderated mediation result for work-life conflict

Values of moderator	Conditional indirect effect	*T*-statistics	*p*-value	Lower CI	Upper CI
Proactivity -1 SD	0.453	6.551	0.000	0.323	0.592
Proactivity M	0.356	4.715	0.000	0.206	0.500
Proactivity +1 SD	0.239	2.684	0.007	0.065	0.424
Index of moderated mediation	**Index**	**Boot LLCI**		**Boot ULCI**	
Proactivity	0.002	-0.001		0.009	

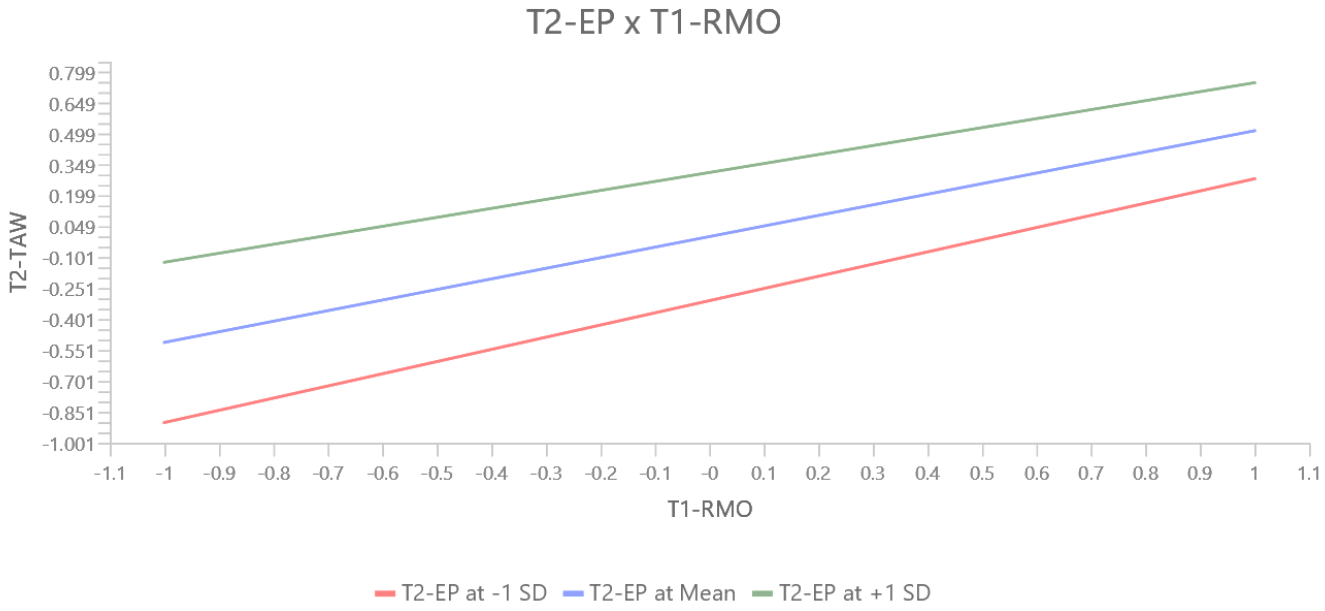
Source: Author's calculation



Note: T1-RMO: Regulatory mode orientation at time-1; T2-TAW: Thriving at workplace at time-2
T2-Workaholism: Workalism at time-2; T2-EP: Employee Proactivity at time-2; T3-WLC: Work-life conflict at time-3

Figure 3. Proactivity as a moderator for RMO and WLC relationship

To inspect the nature and direction of the interaction effect, the author plotted a slope line in Figure 4. At the end of the inspection, hypothesis 8 did receive empirical support. As shown in Figure, RMO was positively associated with thriving for all levels of proactivity, such that as RMO increased, thriving also increased. However, as depicted by the steepness of the slopes, the positive relation between RMO and thriving was largest in magnitude characterized by low proactivity.



***Note**: T1-RMO: Regulatory mode orientation at time-1; T2-TAW: Thriving at workplace at time-2; T2-EP: Employee Proactivity at time-2*. Source: Author's calculation

Figure 4. Slope Analysis

Discussion

The purpose of the study was to address two important objectives of the current study: serial mediating role of TAW and Wh and moderating role of EP between RMO and TAW among the employees of working in IT or ITES industry. Relying on COR theory and RMO theory, the author tried to address these objectives. Based on COR theory, the author emphasized on resource depletion aspect of TAW which makes employees workaholic in a bid to sustain the resources and consequently end up in increasing WLC. The unpleasant experience resulting from regulating goal-oriented behaviours so as to thriving by coming proactive and consequently becoming workaholic leads to a negative chain reaction, leading to WLC. As hypothesized, RMO was found to be significantly related to TAW, Wh and WLC. The result is in sync with the findings from previous research studies which found that locomotion and assessment leads to workaholism and WLC (Falvo et al., 2013; Ni et al., 2023). To the author's knowledge, the present study is one of the first studies (or even the first study) to assess association between TAW and WLC. The results contribute to this developing body of literature by identifying TAW as an important factor contributing to WLC (Pacheco et al., 2021). Likewise, a positive association between Wh and WLC received support from the study, which reported that workaholism is associated with several negative outcomes such as counter work-behaviours, poor family relationships and greater WLC (Taris et al., 2005).

The study also found the role of EP in lessening the impact of RMO on thriving. Studies done in the past have established a strong linkage between EP and TAW. For instance, a lesser proactive employee will experience lesser psychological strain (Wei et al., 2021). Consequently, he will be investing lesser personal resources (attention, time and energy) (Cangiano, Parker, Yeo, 2019). A low

EP score would save draining resources (job-related anxiety and depression; Sprigg, Stride, Wall, Holman, Smith, 2007) which would not distract them from thriving at work (Cheng, Mccarthy, 2018).

As evidenced by research, IT/ITES industry is characterised by unpredictable changes, dynamic working conditions with humungous job pressures (Ahammad et al., 2021). This formed the sources of over-working and experience WLC (Grawitch et al., 2017). It is crucial for IT organizations to report the status of goal achievement behaviours and level of EP. This would lessen its impact as too much of indulging into goal-oriented behaviour have a substantial power to damage work-life balance (Tambosi et al., 2021). There is dearth of research conducted on RMO and its potential negative outcomes in IT industry and thus, the present research has a distinguished contribution to the literature pertinent to IT organizations in India.

Theoretical implications

The present study has three important theoretical implications. First, the study has emphasized on how TAW, Wh and EP can be used to prove the link between RMO and WLC, unearthing the possible negative outcomes. One of the objectives of developing and analysing the model was to study the influence of RMO on WLC. RMO, also known as self-regulation, comprises of locomotion and assessment and together they work for goal pursuit orientation. Previous studies highlighted the relevance of regulatory mode concepts to task motivation and activity experience (Pierro et al., 2006). Further, one finding from Webb et al. (2017) emphasized the importance of RMO in interpersonal conflict resolution by understanding fundamental individual motivation over instrumental approaches. However, RMO has been reported to have indirect effect on WLC through emotional stress, if not cognitive stress (Hauser et al., 2018). Thus, relying on resource depletion perspective of COR Theory, the present study contributes to a deeper understanding of how RMO leads to WLC and adds a new perspective for work-life research.

The study also added a perspective regarding how EP affects the relationship between RMO and TAW. By using COR and RMO theoretical framework, the study found that engaging in goal pursuit activities leads to getting caught in a vicious circle of thriving at workplace and being addicted to over-working. Consequently, this leads to drainage of resources and thereby causes psychological strain and WLC. The study's findings make clear that, in the circumstances of resource depletion and drainage, both TAW and workaholism can have a significant impact on employee's resource preservation and resource investment. The study also provides a new finding which is in contradiction to the significance of EP as a means of encouraging taking initiatives, fostering creativity and enhancing performance and job satisfaction. Further, this model is also a new addition to a darker side of constructs having positive workplace outcomes. For instance, the model shows that high levels of EP weaken the way RMO leads to TAW. When regulating behaviours for goal achievement, an employee who has been psychologically strained may choose to give pause to learning and growing in order to save resources (Ordóñez et al., 2009). Thus, there has been one instance of unsupported relationship of treating EP as a moderator which hints towards the gap in this study. The unsuccessful relationship calls for research to explain the underlying mechanism of the failed relationship of EP impacting the RMO and TAW linkage. The unsupported relationship can also be attributed to demographic result that more than half of the respondents had respondents from 31-40 years of age bracket. At that level, the family support diminishes. It assumes that family see a particular employee to be professional established and do not approve of the idea of investing in job at the cost of jeopardising family life (Slovacek et al., 2015).

Managerial implications

The study holds significant managerial implications for practitioners and organizations. First, organizations performance is always at stake when it comes to taking steps for ensuring employees

experiencing life satisfaction (Walsh et al., 2023). When discussing RMO (self-regulatory goal behaviours), organizations must consider psychological strain that an employee might experience in order to learn, grow while achieving goals. Furthermore, a psychological strained employee having high scores on locomotion and assessment may have less resources to devote to learning and growing as a result of which, he might not thrive at work. An employee with high scores on locomotion and assessment will be inclined towards thriving which might make them workaholic, drain his reserved resources, consequently leading to WLC. As a result, finding ways to lessen the impact of straining employees and making them workaholic in the name of achieving goals proactively is of utmost importance. Thus, management may consistently promote and formulate supportive family policies which would lessen the negative impact of work on non-work domain (Cui, Li, 2021). In order to prevent workaholism, management must intervene when an employee is found to be workaholic. If workaholism occurs, creating WLC, organizations must endeavour to reduce it in order to maintain a pool of engaged and happy employees to work effectively. Organizations can also create a culture of inclusion to reduce or discourage personal initiative at work beyond what is required. Another potential solution is to create a just, fair, and open work climate to inhibit workaholism. The enterprise should encourage team building and interpersonal understanding so that work at hand is done in utmost innovative ways and employees do not have to ruminate about work beyond working hours (Zhang et al., 2020). For instance, teamwork can be explicitly recognized by the formal reward system for both subordinates and their immediate supervisors. Formal/informal gatherings among employees can be carried out to facilitate interpersonal interaction and understanding, that can go a long way of eliminating rumination and reducing work-life conflict.

The present study indicates that TAW and workaholism serially mediates RMO's harmful effects in terms of work-life conflict. This finding will help management to better understand and encourage them to implement organizational interventions aimed at reducing psychological strain of employees. P. A. Cloninger and colleagues highlighted the importance of minimizing work interference on life and family and found that by assisting employees in managing well their work and non-work roles, organizations can supplement employees with resources that might offset resources lost (Cloninger et al., 2015). The popular practices that organizations can adopt include working at or from home during normal working hours, flex-time working, workplace nursery, job sharing, and so forth.

Limitations and directions for future research

The study is not devoid of limitations that might pave avenues for further research. Firstly, the study is limited to only one outcome i.e. WLC. The study could have considered spill-over effect. For instance, other outcomes such as work-family conflict and family-work conflict should be taken into consideration. Secondly, as a further step, collecting data from other sources (supervisors, peers — related to an individual's proactivity, and spouse — related to their work-life conflict), is also envisaged, in order to draw conclusions more strongly from the results. Thirdly, researchers can also explore other indirect pathways from RMO to work-life conflict, to expand knowledge on these domains. There is the possibility for future studies to investigate the underlying mediating mechanism with few additional mediators. For instance, the mediating effects of detachment, resilience, organizational identification, or other individual-level variables could be explored (Bimrose, Hearne, 2012; Jiang, 2016). Fourthly, this study focused at individual level. The individual proactivity at work becomes shared and changed into collective proactivity at work by "Schema Collectivization" (McKinley et al., 2000). Future studies can try to explore at group, organizational, and departmental levels (Spreitzer et al., 2005). It is also possible that group-level goal regulated behaviour (RMO) is higher as compared to shared division of individuals. Further, it is also important to empirically test the model in other non-IT industries for better generalisability of the model and the conclusions. The next aspect of the research looked at EP as a potential underlying mechanism

in the relationship between RMO and thriving. Variables like internal and external locus of control and perceived ability to succeed could be included in future research. These techniques may produce observable results since they comprise essential characteristics that might clarify employees' sentiments (Glazer et al., 2022). Last but not the least, even though the data for the present study are collected in three time periods, this is a cross-sectional study and no causal inferences can be drawn. Scholars should consider the use of alternative research designs, such as interviews or diary studies. The use of diary studies would permit scholars to examine employees' emotions (frustration, anger and apathy) when encountering workaholism and WLC.

Conclusion

The current study's primary contribution is exploring the dark side of self-goal-oriented behaviours in terms of locomotion and assessment, and thriving leading to workaholism and work-life conflict from a conservative of resources perspective in the Indian IT or ITES context. Employees on locomotion and assessment mode tend to be conserve more resources in order to thrive and make them workaholic, which is enhances WLC. The study also revealed that the relationship between RMO and thriving weakened with higher proactivity. This study dealt with the complex phenomenon of resources being invested (i.e. in EP and TAW), conserving resources (locomotion) and depleted or exhausted resources (workaholism). This study confronts the issue with a robust model of moderated mediation between the relationship between employees' RMO and WLC. With a strong relationship between RMO and WLC, it is high time that organizations and practitioners should bring changes in their policies. Consequently, employees will have positive experience which in tong term would benefit organizations.

While carrying out mediation analysis, the author did not rely on R. M. Baron and D. A. Kenny approach. In the 25 years since published their ideas on how to analyze and interpret statistical mediation (Baron, Kenny, 1986). However, the widespread use of a procedure does not necessarily make it a safe or reliable strategy (Zhang et al., 2010). Mediation and moderation analysis were supplemented Process Macro respectively (Klarner et al., 2013; Hayes, Scharkow, 2013). COR Theory highlighted resource depletion aspects of RMO, TAW and EP which can be useful to debate and address various management related issues. Therefore, in today's contemporary challenging times, the organizations should not encourage on proactive work behavior beyond working hours. Emphasis should be on creating an environment wherein, an employee gets time to devote to non-life domain. This will go a long way to promote individual thriving and engagement with the work.

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Связь между регулятивной ориентацией и конфликтом между работой и личной жизнью в модели опосредованной модерации проактивности сотрудников, процветания на рабочем месте и трудоголизма

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Аннотация. *Цель*. Цель исследования — ответить на исследовательский вопрос о том, как и почему регулятивная ориентация (*regulatory mode orientation*) влияет на конфликт между работой и личной жизнью. Далее исследование было посвящено изучению того, как взаимосвязь между регулятивной ориентацией и процветанием на рабочем месте (*thriving at work*) зависит от уровня проактивности сотрудников (*employee proactivity*). *Дизайн исследования*. В данном исследовании использовалась трёхволновая модель опосредованной модерации с временным лагом. Опрос проводился в трёх временных точках на выборке респондентов, занятых в секторе информационных технологий или услуг, предоставляемых с использованием информационных технологий. Окончательная выборка составила 350 человек. Весь анализ данных проводился с использованием пакета Smart PLS 4. *Результаты*. Результаты исследования показали, что процветание на рабочем месте и трудоголизм выступают в качестве последовательных медиаторов взаимосвязи между режимом регулятивной ориентации и конфликтом между работой и личной жизнью. Результаты также указывают на то, как повышение проактивности сотрудников усиливает конфликт между работой и личной жизнью, уменьшая влияние режима регулятивной ориентации на баланс между работой и личной жизнью. *Ценность результатов*. Данная работа расширяет понимание режима регулятивной ориентации и его влияния на конфликт между работой и личной жизнью, используя концепции модерируемой медиации в области управления человеческими ресурсами и организационной психологии.

Ключевые слова: проактивность, оценка, локомоция, процветание на рабочем месте, трудоголизм, конфликт между работой и личной жизнью.