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RUMINATION AND PSYCHOLOGICAL DISTRESS AS MEDIATORS IN THE
RELATIONSHIP BETWEEN PERFECTIONISM AND JOB BURNOUT

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Rumination and Psychological Distress as Mediators in the Relationship
between Perfectionism and Job Burnout

Ruminasyon ve Psikolojik Distres'in Mükemmeliyetçilik ile Mesleki
Tükenmişlik Arasındaki İlişkide Aracılık Rollerini

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- 5) cynicism
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- 8) rumination

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ABSTRACT

Various studies in the I/O psychology literature examined the relationship between perfectionism and job burnout. However, very few studies focused on this issue with a cognitive perspective. Therefore, the distinctive feature of the present study is to examine that whether rumination -as one of the cognitive activities- accompanied by psychological distress (PD) may mediate the relationship between one's perfectionistic tendencies and job burnout. Additionally, aspects of the perfectionism would identify the tendency for burnout in the overall relationship. With regards to the aspects of perfectionism, the present study followed Stoeber & Otto's Two-factor Theory of Perfectionism approach that comprises two super-ordinate dimensions of perfectionism that are named as perfectionistic concerns (PC), and perfectionistic strivings (PS) (Stoeber & Otto, 2006). The participants were 245 full time white-collar workers from different sectors and professions. Job burnout was examined through its sub-dimensions: emotional exhaustion, cynicism and inefficacy. Findings derived from parallel multiple mediation analysis of Hayes (2013) showed that perfectionistic concerns of Turkish white-collar workers were significant indicators of emotional exhaustion (EE) and cynicism via mediational effects of rumination and psychological distress. On the other hand, findings also revealed that perfectionistic strivings were not significantly correlated to psychological distress, emotional exhaustion, and cynicism, however, weakly but positively correlated to rumination, and negatively correlated to inefficacy. The present study contributed to the literature by providing further empirical support for the cognitive models regarding the relationship between multidimensional perfectionism, rumination, PD, and job burnout.

Keywords: perfectionistic concerns (PC), perfectionistic strivings (PS), job burnout, emotional exhaustion (EE), cynicism, inefficacy, psychological distress (PD), rumination.

ÖZET

Endüstri/Örgüt Psikolojisi literatüründeki çeşitli çalışmalarda, mükemmeliyetçilik ve tükenmişlik arasındaki ilişki incelendi. Ancak çok azı, aynı konuya bilişsel perspektifle yaklaştı. Bu anlamda, bu çalışmayı diğerlerinden ayıran yönü; bilişsel bir aktivite olan rüminasyonun psikolojik distres ile birlikte, kişilerin mükemmeliyetçi eğilimleri ve tükenmişlik arasındaki ilişkide, aracılık rolü üstlenip üstlenmediklerini araştırmasıdır. Ek olarak, tüm bu ilişkiler içinde, mükemmeliyetçiliğin boyutlarının kişilerin tükenmişlik eğilimlerini saptamada önemli rol oynadıkları öngörülmüştür. Mükemmeliyetçiliğin boyutları konusunda, mevcut çalışma Stoeber & Otto'nun "İki Faktörlü Mükemmeliyetçilik Teorisi" yaklaşımını izlemiştir. Bu teoriye göre mükemmeliyetçilik; "mükemmeliyetçi kaygılar" ve "mükemmeliyetçi çabalar" olarak adlandırılan iki adet üst boyuttan oluşur (Stoeber & Otto, 2006). Çalışmada yer alan katılımcı grubu, farklı sektör ve uzmanlıklardan gelen ve beyaz yaka pozisyonlarda tam zamanlı olarak çalışan 245 kişiden oluşmaktadır. Mesleki tükenmişlik, alt boyutları olan "duygusal tükenmişlik", "sinizm" ve "kişisel yetersizlik" üzerinden incelenmiştir. Hayes'in "Çoklu Paralel Aracılar Analizi" (2013) ile elde edilen bulgular; Türk Beyaz Yaka Çalışanlar'ın mükemmeliyetçi kaygılarının, rüminasyon ve psikolojik distres aracılığı ile, duygusal tükenmişlik ve sinizmin anlamlı bir göstergesi oldukları sonucunu ortaya koymuştur. Bunun yanısıra, bulgular ayrıca mükemmeliyetçi çabaların; psikolojik distres, duygusal tükenmişlik ve sinizm ile ilişkili olmadığını, ancak, rüminasyon ile pozitif fakat zayıf bir ilişkisi olduğunu ve kişisel yetersizlik ile negatif yönde bir ilişkisinin olduğunu göstermiştir. Bu çalışma, çok boyutlu mükemmeliyetçilik, rüminasyon, psikolojik distres ve tükenmişlik ile ilgili önceden çalışılmış olan kognitif modellere, yeni ampirik bulgularla destek olarak, ilgili literatüre önemli bir katkı sağlamıştır.

Anahtar Kelimeler: mükemmeliyetçi kaygılar, mükemmeliyetçi çabalar, mesleki tükenmişlik, duygusal tükenmişlik, sinizm, kişisel yetersizlik, psikolojik distres, rüminasyon.

CHAPTER 1

INTRODUCTION

1.1. GENERAL OVERVIEW

Perfectionism defines a personality disposition that leads one to strive for flawlessness and to set exceedingly high standards of performance accompanied by overly critical self-evaluations approach and concerns regarding others' evaluations (Stoeber, 2016). Burnout, on the other hand, is a psychological syndrome that directly affects employees' health and well-being (Maslach, Leiter & Jackson, 1997). These multidimensional factors are attracting scholars' attention since perfectionism is considered among the most prevalent topic in the work domain, and job burnout is one of the key variables in I/O psychology research (Stoeber & Damian, 2016).

Regarding perfectionism, contrary to earlier investigations, recent studies accepted that perfectionism is a multidimensional construct, therefore, it has both negative and positive aspects (Dunkley, Zuroff, & Blankstein, 2003; Frost, Martin, Lahart, & Rosenblate, 1990; Hamachek, 1978; Hewitt & Flett, 1991; Hill, Huelsman, Furr, Kibler, Vicente, & Kennedy, 2004; Rice, Ashby, Slaney, 1998; Stoeber & Otto, 2006; Stumpf & Parker, 2000; Terry-Short, Owens, Slade, & Dewey, 1995).

Positive aspect of perfectionism has been associated with several psychological and work-related outcomes in the I/O psychology literature such as coping resources (e.g., cognitive restructuring, social ease), patience, positive influence, intrinsic motivation, innovative behaviour, job engagement, job motivation, job satisfaction, and goal achievement (Chang, Chou, Liou, & Tu, 2016; Childs, & Stoeber, 2010; Childs, & Stoeber, 2012; Fairlie & Flett, 2003; Gnilka, McLaulin, Ashby, & Allen, 2017; Lam, 2016; Ozbilir, Day, & Catano, 2015; Stoeber, Hutchfield, & Wood, 2008; Stoeber & Rennert, 2008; Tziner, & Tanami, 2013; Zhang, Gan, & Cham, 2007).

Negative aspect of perfectionism has been frequently associated with diverse cognitive activities, negative psychological outcomes, and negative life outcomes

such as ruminative style thoughts (rumination), worry, avoidant coping, strain, psychological distress, burnout, depression, work-family conflict, and counter-productive work behaviour (Beauregard, 2014; Dunn, Whelton & Sharpe, 2006; Flett, Nepon & Hewitt, 2016; Hill, Huelsman & Araujo, 2010; Mitchelson, 2009; Ozbilir et al., 2015; Stoeber & Damian, 2015). Specifically, rumination and worry differ from these outcomes as the types of repetitive negative thinking (RNT) that are difficult to control (Topper et al., 2014). Scholars examined these two variables with perfectionism by explaining that distress perfectionists frequently experience the forms of rumination accompanied by dysfunctional attitudes, automatic thoughts regarding their need to be perfect, and negative thoughts about themselves in general (Flett et al., 2016). However, none of these studies investigated the overall relationship of the negative aspect of perfectionism, rumination, and psychological distress in the way of tendency to job burnout, and in terms of how they are related to each other.

1.2. STATEMENT OF THE PROBLEM

Perfectionism and job burnout were marked as threat agents due to their strong negative effects on both individuals and organizations: In the previous industrial and organizational psychology (I/O psychology) literature, there are numerous associations demonstrated that perfectionism is mainly linking to burnout as one of the important correlates (Badawy & Mohamad, 2015; Ozbilir, Day, & Catano, 2015). Another relevant study also showed that perfectionist people have higher burnout risk than others (Taris, van Beek, & Schaufeli, 2010). Because, perfectionist people ruminate and worry about work more than non-perfectionists that makes it difficult for them to relax after work, since the work-related perseverative cognition (rumination) increases employees' need for recovery: as a result, this may negatively affect their work-life balance, and well-being (Flaxman et al., 2012; Foucreault et al., 2016; Mitchelson, 2009; Stoeber & Damian, 2015). Additionally,

people with burnout, psychological distress, depression, anxiety, and eating disorders have generally shown to have elevated levels of perfectionism (Wimberley & Stasio, 2013; Tolliver, 2016). Moreover, negative aspect of perfectionism was significantly in association with PD across previous studies (Dunn et al., 2006, Flett et al., 2016, Lee, 2007, Macedo et al., 2014, Moate et al., 2016). Especially, in their recent study Moate et al. (2016) found that the negative aspect of perfectionism significantly associated with PD via RNT – rumination- and their result was showing that RNT was the mediator in association between perfectionism and PD (Moate, Gnilka, West, & Bruns, 2016). In another study, scholars highlighted that there was a strong association between perfectionism and PD which was partially mediated by avoidant coping and hassles (Dunn, Whelton & Sharpe, 2006). Macedo et al. (2014) published a review to show that how RNT mediates the relationship between perfectionism and PD, and suggested that for the perfectionist people, worry or rumination are perceived as positive tendencies, since they intentionally believe that they are using these tendencies in an adaptive way. In addition to these, the previously mentioned findings of Flett and associates (2016) supported that there was an important mediational role of rumination in the relationship between perfectionism and negative psychological outcomes -such as burnout and PD, since the people with high levels of perfectionistic concerns are cognitively vulnerable. Moreover, regarding perfectionistic cognitions, self-critical ruminations are important identified tendencies that lead people to psychological distress PD (Lee, 2007).

In another study, Bianchi and Schonfeld (2016) underlined that some individual dispositions such as dysfunctional attitudes –e.g., pathological perfectionism and need for approval-, ruminative thoughts (rumination), and pessimistic attributions are depressogenic factors among adults. Ciesla and Roberts (2007) also examined the relationship between dysfunctional attitudes and vulnerability to depression by considering –again-

the mediational role of rumination, and their findings provided evidence that significant mediational role of rumination was a linkage between perfectionistic dysfunctional attitudes and distress. Previous research demonstrated that rumination and stress were significant predictors of PD accompanied by the consonant findings in the literature showing the contribution of the relationship between perfectionism and rumination over experiencing PD (Morrison & O'Connor, 2005).

On the other hand, PD itself is associated with high levels of burnout according to previous literature (Higuchi et al., 2016; Maslach et al., 2001; Mean & Cain; 2003; Maslach & Leiter, 2003; Iacovides et al., 2013; Zou et al., 2016). Additionally, Lindblom et al. (2006) found similar results indicating that PD was associated with high levels of burnout (Lindblom, Linton, Fedeli & Bryngelsson, 2006).

In the light of the previous literature, there are findings showing that rumination is an important mediator between negative aspect of perfectionism and PD. And PD has important mediational role in the way of tendency to burnout. However, given the dearth of literature available on the overall relationship of these four crucial variables, the present study aimed to examine the overall relationship of perfectionism, rumination, PD, and job burnout in order to obtain the information regarding how they are related to each other and to provide further empirical support for the previous findings by hypothesizing that rumination and PD are the mediators in the relationship between perfectionism and job burnout.

1.3. BACKGROUND AND SIGNIFICANCE OF PERFECTIONISM

Firstly, Karen Horney (1950) described perfectionism as “the tyranny of the should” and highly neurotic disposition that does not concern any positive aspects (Stoeber, 2018).

Earlier investigations focused on level of aspiration, need for achievement, and Type-A behaviour to define perfectionism (Burns, 1980; Hewitt & Flett, 1991). However, very few scholars operationalized perfectionism and perfectionistic personality style (Burns, 1980; Jones, 1968 as cited in Hewitt, & Flett, 1991). Burns (1980) proposed perfectionism as a unidimensional negative construct that is learned from a child's interactions with perfectionistic parents and enhanced "Perfectionism Scale" that differentiates people as perfectionists and non-perfectionists (Burns, 1980). According to Freud (1959), perfectionism is one of the basic functions of the super-ego, involves excessive desire for superior achievement (Geçtan, 2006; Ilter, 2015), and it is linked to narcissistic personality (Freud, 1925 as cited in Crockatt, 2006).

Hamachek (1978), on the other hand, evaluated perfectionistic behaviours in two groups as "normal perfectionism" and "neurotic perfectionism." While "normal perfectionists" are setting realistic standards, they still have tolerance to be less precise in some certain situations. However, "neurotic perfectionists" cannot relax their standards, have less tolerance for uncertainty and tend to consider their performance as unsatisfactory. This was the first multidimensional approach to perfectionism.

Recent studies defined perfectionism as a cognitive vulnerability that leads one to have lower threshold for frustration and difficulty in self-regulation under stressful conditions (Dunkley, Blankstein, Berg, 2012; Tolliver, 2016).

Eventually, the cause of perfectionism had different explanations, since there are roles of genetic factors, anxious temperament, and insecure attachment style based on less than optimal parent-child interactions in occurrence of perfectionism (Flett et al., 2002 as cited in Flett, Nepon, & Hewitt, 2016).

Recent investigations in the field accepted that perfectionism is a multidimensional construct that has negative and positive aspects. Following studies focused on these positive and negative aspects of perfectionism by operationalizing them through various dimensions

(Dunkley, Blankstein, Masheb, & Grilo, 2006; Hewitt, Flett, Besser, Sherry & McGee, 2003; Shafran, Cooper, & Fairburn, 2002, 2003, as cited in Rice, Ashby, & Slaney, 2007). With regards to the dimensions of perfectionism, different scholars enhanced different scales to measure the dimensions of perfectionism. Based on the previous definitions of perfectionism Frost et al. (1990) enhanced Frost Multidimensional Perfectionism Scale (FMPS) which has six main dimensions such as “personal standards”, “organization”, “concern over mistakes”, “doubts about actions”, “parental expectations”, “parental criticism” (Frost, Martin, Lahart, & Rosenblate, 1990; as cited in Ashby, Rice & Martin, 2006).

Hewitt et al. (1991), in the Hewitt Multidimensional Perfectionism Scale (HMPS), highlighted perfectionism encompasses three main aspects such as “self-oriented perfectionism (SOP)”, “socially-prescribed perfectionism (SPP)”, and “other-oriented perfectionism (OOP)”. SOP was defined as setting high-standards for one-self, SPP was defined as assuming that others set high-standards for you: in other words, fears of looking foolish and being criticized (Flett, Nepon, & Hewitt, 2016), and OOP was to set high-standards for others (Hewitt et al., 1991).

In 2004, Hill et al. enhanced a new scale The Perfectionism Inventory (PI) by using the important constructs of FMPS and HMPS. According to results of exploratory factor analysis they applied on the dimensions of FMPS and HMPS, they defined two important factors labelled as “Conscientious Perfectionism” and “Self-Evaluative Perfectionism”. According to factor loadings, conscientious perfectionism (CP) was strongly associated with “organization”, “striving for excellence” and “planfulness” dimensions. Self-evaluative perfectionism (SEP), on the other hand, showed strong association with “concern over mistakes”, “need for approval” and “rumination” (Hill, Huelsman, Furr, Kibler, Vicente & Kennedy, 2004).

As another major approach, Slaney et al. (1992) emphasized three dimensions of perfectionism (high standards, discrepancy, order) and enhanced Almost Perfect Scale (APS).

The revised version of Almost Perfect Scale (APS-R) followed APS which contains these three dimensions: “high-standards” and “orders” that are potentially “adaptive” dimensions, and, the third dimension “discrepancy” that is the “maladaptive” dimension as reflecting when one’s experienced a performance failure against perfectionistic expectations. Therefore, Slaney, Rice and Ashby (1998) have considered perfectionism under two major groups labelled as “adaptive perfectionism” and “maladaptive perfectionism” (Ashby, Rice & Martin, 2006). These dimensions of perfectionism captured scholars’ attention. Following studies supported the dimensions of Ashby, Rice and Slaney (1998): other researchers Rice and Mirzadeh (2000) defined a three-class model based on the model of Ashby, Rice and Slaney (1998) by conducting cluster analysis which encompasses “maladaptive perfectionism”, “adaptive perfectionism” and “non-perfectionism”. In another relevant study Moate et al. (2016) also supported this three-class model of perfectionism by conducting latent profile analysis. According to their definition “non-perfectionists” were experiencing significantly more stress and burnout than adaptive perfectionists, but significantly less stress and burnout than maladaptive perfectionists.

Terry-Short et al. (1995), also designed a forty-item questionnaire to assess perfectionism defined in terms of both positive and negative outcomes. Factor analysis result provided three factors that are “positive personal perfectionism”, “positive social perfectionism”, and “negative perfectionism”. They limited the number of factors to two in order to provide a clear distinction between “positive perfectionism” and “negative perfectionism”.

Other researchers Stumpf & Parker (2000) examined the components of perfectionism based on the Multidimensional Perfectionism Scale (MPS)’s sub-dimensions (combination of the sub-dimensions of HMPS and FMPS) by comparing MPS to the Rosenberg Self-Esteem Scale, the Brief Symptom Inventory, the NEO Five-Factor Inventory and the Myers-Briggs Type Indicator.

Their factor analysis results provided two higher-order dimensions of multidimensional perfectionism that are named as “healthy perfectionism” and “unhealthy perfectionism”.

In addition to these, another previous study also indicates that there are both negative and positive aspects of perfectionism. Dunkley et al. (2003) defined mainly two higher-order dimensions of perfectionism as “personal standards (PS) perfectionism” and “evaluative concerns (EC) perfectionism” –in other words: self-critical (SC) perfectionism- in their factor analytic study. In their relevant study, they also compared Five-Factor Model of Personality to the higher-order dimensions of perfectionism, and indicated that PS perfectionism was related to conscientiousness, on the contrary, EC perfectionism was related to neuroticism (Dunkley, Zuroff, & Blankstein, 2003; Dunkley, Blankstein & Berg, 2012). In addition to the negative outcomes, SC perfectionists experience a chronic dysphoria since they tend to perceive that they have a lot to lose, and most of them are at stake, and others are unavailable or unwilling to help them as soon as they face with stressors or hassles. Therefore, even minor stressors and hassles in daily life may effect greatly the one with SC perfectionistic approach. According to their research, both SC perfectionists and PS perfectionists tend to focus on negative aspects of events, and they interpret even ordinary situations as threatening stressors (Dunkley, Zuroff, & Blankstein, 2003). However, although PS perfectionists experience increased stress just like SC perfectionists, they can still decrease their stress level, because, Dunkley et al. (2003) highlighted that PS perfectionists have the tendency to engage active problem-focused coping toward daily stressors and hassles. In contrast, since the SC perfectionists tend to blame themselves very quickly, their approach to problem-focused coping undermines their progress.

In addition to these conceptualizations, Stoeber and Otto (2006) searched the literature on perfectionism and they observed that perfectionism is being examined under two main approaches which are named as “group-based approach” and “dimensional approach”. They compiled all the literature on perfectionism till 2006, and applied factor analysis on the dimensions of perfectionism derived from their literature search. As in the previous study of Dunkley et al. (2003), they also identified positive and negative aspects of perfectionism, aggregated them under two superordinate dimensions, and conceptualized the findings as “two-factor theory of perfectionism” (Stoeber, 2018). The results revealed, in fact, any measure of perfectionism reflects two aspects of perfectionism: “perfectionistic strivings (PS)” and “perfectionistic concerns (PC)” (Hill et al., 2010; Stoeber, & Otto, 2006). According to their study, perfectionism has both positive and negative aspects. Positive aspect of perfectionism considered as an adaptive form that means holding high standards accompanied by positive strivings for achievement while becoming not overly self-critical. On the other hand, negative aspect of perfectionism was considered as a maladaptive form that means holding high standards while becoming overly self-critical (Stoeber & Otto, 2006).

In their group-based approach, they also defined “healthy perfectionists”: who have high levels of positive strivings but low levels of concerns, and “unhealthy perfectionists”: who have high levels of strivings and concerns, and “non-perfectionists”: who have low levels of strivings (Stoeber & Otto, 2006). In his recent study, Stoeber (2016) underlined that researchers in the field found these two factors -PC and PS- representing “superordinate dimensions” of multidimensional perfectionism (Frost, Heimberg, Holt, Mattia, & Neubauer, 1993; Stoeber & Otto, 2006; as cited in Stoeber, 2016). Table 1.1 includes all the most known dimensions of perfectionism in sum. The most common point of these recent studies is having a multidimensional approach to perfectionism by accepting that perfectionism has both positive and negative aspects.

Table 1.1.
Dimensions of Perfectionism

Scholar(s)	Dimensions of Perfectionism	Number of Dimensions
Hamachek (1978)	“Normal” and “Neurotic” Perfectionism	2
Frost et al. (1990)	“Personal standards”, “Organization”, “Concern over mistakes”, “Doubts about actions”, “Parental expectations”, “Parental criticism”	6
Hewitt et al. (1991)	“Self-oriented”, “Other-oriented” and “Socially Prescribed” Perfectionism	3
Terry-Short et al. (1995)	“Positive” and “Negative” Perfectionism	2
Rice, Ashby & Slaney (1998)	“Adaptive”, “Maladaptive” and “Non-Perfectionism” (“high-standard”, “orders”, “discrepancy” are the sub-dimensions)	3
Stumpf & Parker (2000)	“Healthy” and “Unhealthy” Perfectionism	2
Dunkley et al. (2003)	“Personal Standards (PS)”, and “Self-critical (SC)” Perfectionism	2
Hill et al. (2004)	“Conscientious Perfectionism” and “Self-evaluative Perfectionism”	2
Stoeber & Otto (2006)	“Perfectionistic Strivings (PS)” and “Perfectionistic Concerns (PC)” –these dimensions contains all the previous (abovementioned) dimensions-	2

Note. Based on the abovementioned literature review regarding “Perfectionism”.

1.4. THEORETICAL FRAMEWORK

As the literature on perfectionism evolves, scholars of psychology evaluate perfectionism by using different approaches. Based on the multidimensional approach and negative psychological outcomes, scholars linked perfectionism to the following theories in recent years. These theories were the fountain heads of the hypotheses in the present study.

1.4.1. Two-factor Theory of Perfectionism (Stoeber & Otto, 2006)

As it was mentioned in the previous sections, Stoeber & Otto (2006) conducted factor analysis on the most-known dimensions of perfectionism literature till 2006 (overall thirty-five studies included), and defined two super-ordinate dimensions of perfectionism which are PC and PS, and developed “two-factor theory of perfectionism”, accordingly (Stoeber & Otto, 2006). Two-factor theory of perfectionism defines perfectionism as a multifaceted personality characteristic that comprises perfectionistic strivings and perfectionistic concerns. PS shows strivings for perfection while setting exceedingly high standards of performance. PC, on the other hand, comprise concerns over mistakes, feeling discrepancy between one’s actual and ideal performance, fear of failure and being criticized by others, negative reactions toward imperfection (Stoeber & Damian, 2015; Stoeber & Otto, 2006). Therefore, PC is considered as negative aspect of perfectionism compared to PS. Because, these two superordinate dimensions are showing different, and often opposite relations with psychological adjustment and maladjustment. While, PS are positively related to positive life outcomes in the literature, PC are positively related to diverse negative emotional states and behaviours (Gnilka et al., 2017). Thence, it is important to differentiate PS and PC in perfectionism research (Stoeber & Gaudreau, 2017). The present study followed this theory as conceptual framework to build

hypotheses on, since it is the latest conceptualization of perfectionism, and allows researchers to use dimensional approach in differentiating the aspects of perfectionism as PS and PC. Since the present study is aiming to investigate the relationship between negative aspect of perfectionism and job burnout, PC will be “the IV (independent variable)” in the hypotheses.

1.4.2. Perfectionism Cognition Theory (PCT)

Since the present study examines the perfectionism and rumination as two of the important variables, perfectionism cognition theory (PCT) is also important to build on hypotheses while explaining how perfectionism is related to rumination and how this relationship is detrimental for the people’s mental health and well-being, and for explaining burnout. Because, rumination as a form of RNT does not allow people to relax after work, therefore, it exacerbates people’s tendency to burnout indirectly (Flaxman et al., 2012; Foucreault et al., 2016; Mitchelson, 2009; Stoeber & Damian, 2015).

PCT is a theoretical model that guides researchers in understanding cognitive mechanisms, processes, and outcomes that accompany perfectionism by providing a conceptual framework (Flett et al., 2016). PCT firstly outlined by Flett and colleagues (1998) and enhanced by Flett, Coulter, Hewitt, & Nepon (2016). The design comprises and explains cognitive aspects of perfectionism and cognitive tendencies of perfectionism such as perfectionistic rumination which is a maladaptive process that the perfectionist people experience and frequently engage (Flett, Nepon & Hewitt, 2016). Rumination, like worry, are the forms of cognitive perseveration (or in other words, RNT), and they can be chronic or obsessional (Flett, Nepon & Hewitt, 2016). Flett et al. (2016) linked the PCT to the seven tenets: (1) “quick and frequent onset of rumination which is linking to depression eventually,” (2) “recurrent thoughts and forms of repetitive negative thinking,” (3) “the overthinking which

causes deficits in working memory and attentional capacity,” (4) “excessive cognitive activation that highlight the sense of personal inadequacy leads to overdeveloped memory for mistakes, failures and stressful experiences,” (5) “ruminative thinking with perfectionism links to mental health issues and amplified stress, eventually,” (6) “by the impact of consistent negative ruminations (especially among perfectionists who frequently engage in overgeneralization of self); chronically elevated level of self-focused attention that increases the intensity of emotional reactions such as shame, contributes the incapability to have emotional self-control and self-regulation –both cognitively and emotionally-,” (7) “The metacognitive aspects of emotional perfectionism (i.e., fear of failure); becoming distressed about being distressed (Burns, 1980) is exacerbating the level of rumination” (Flett, Nepon & Hewitt, 2016). The assertion of the present study regarding rumination has mediational effect in the relationship between PC and burnout rested on the basis of PCT.

In addition to these effects, Fairlie and colleagues (2003) mentioned that perfectionistic cognitions causes selective attention. Because, perfectionist people have prominent ideal self-schema that activates selective attention recall of perfection, and personal imperfections (Fairlie & Flett, 2003; Flett et al., 2016). Consequently, when they experience discrepancy between their actual and ideal self-presentation, or face with stimuli that allow them to recall their perfectionistic themes they will facilitate selective attention recall. This is another point to dig in, in terms of obtaining comprehensive understanding regarding the functions of perfectionistic cognitions.

1.4.2.1. Cognitive Vulnerability Stress-Interaction Model of Perfectionism (CVS-IMP)

Based on PCT, following studies in the literature provided more empirical supports for the cognitive model of perfectionism. One of them was Tolliver's study (2016). With regards to cognitive vulnerability-stress interaction paradigm, Tolliver (2016) enhanced a model of perfectionism aiming to provide a comprehensive analysis showing that how perfectionism leads to psychological distress based on the Beck's Cognitive Theory and diathesis-stress framework. The study of Tolliver (2016) proposed that the perfectionistic schema would interact with achievement-related events to distort internal and external information, through this process, thinking would become impaired. Because, Tolliver (2016) emphasised that perfectionist people tend to distort information in a depressive manner accompanied by negative affect, concerns over mistakes, and excessive rumination about mistakes, and they tend to have an intrinsic motivation for interpreting the environmental information depressively compared to those with PS and non-perfectionists. Consequently, the one with PC experiences elevated level of psychological distress, eventually. The study outlined a cognitive and behavioural process responsible for the on setting and maintaining the perfectionism. Steps of this process are as follows: (1) "Initial registration -biases toward personally relevant information, such as threats of failure and mistakes, appear primed by expectations of failure and triggered by performance-related stressors (Beck et al., 2005; as cited in, Tolliver, 2016)-," (2) "Schema activation –since the perfectionistic schema dominates the system, it triggers changes in the nature of information processing, thereby it causes attention, memory, and interpretive biases (Beck & Clark, 1997; Clark & Beck, 2010; Garrett et al., 2007; Kendall, 1992; Matthews, 2009; Riskind & Alloy, 2006; as cited in Tolliver, 2016)-“, (3) "Secondary elaboration –when semantic processing is fully engaged, intrusive

ideation (via rumination, worry and repetitive negative thoughts) and biased inhibitory-control processes impair elaborative processing-“, (4) “Activation of perfectionistic schemas”, (5) “Continuum of schema activation”, (6) “Stress generation.” This longitudinal study showed that PC are vulnerability and allow people with PC to experience psychological distress via cognitive distortions. The model contributed to the PCT by providing further empirical support as well as it contributed to perfectionism literature by showing the direct effect of perfectionism to anxiety, depression, and burnout (Tolliver, 2016).

1.4.3. Self-discrepancy Theory and Perfectionism

The earlier study of Martin and Tesser (1996) defined and differentiated the modes of ruminative thoughts as “attainment focused” and “discrepancy focused”. Negative facet of discrepancy focused rumination was containing “current concerns” for the present-time, and “worry” for the future (Martin & Tesser, 1996). Moreover, as described in PCT, perfectionistic concerns are coexisting with worry and discrepancy focused rumination. The previous study of Papadakis et al. (2006) showed that the high levels of discrepancy between the actual self and the ideal self -as described in the self-discrepancy theory (Higgins, 1987)-, and its’ combination with rumination predicts severe depressive symptoms. Parenthetically, Almost Perfect Scale-Revised (APS-R) has three sub-dimensions which are “personal standards”, “order”, and “discrepancy” (Ashby, Rice & Martin, 2006). High scores on “discrepancy” subscale indicates maladaptive perfectionism -or in other words perfectionistic concerns- (Rice & Ashby, 2007; Stoeber, 2016). According to Slaney et al.’s (2001) conceptualization of perfectionism: In APS-R, “standards” sub-dimension reflects adaptive perfectionism, conversely, “discrepancy” sub-dimension reflects maladaptive perfectionism –PC- which is in association with high distress due to the discrepancy between actual performance and expected standards

(Caliskan, Arikan & Saatci, 2014). Consequently, when maladaptive perfectionists –those with PC- face with the discrepancy between their actual and ideal standards, they tend to react with dysfunctional cognitive and affective responses. And rumination is one of those responses (Flett, Madorsky, Hewitt, & Heisel, 2002; Hewitt & Flett, 2002; as cited in Sirois, Monforton & Simpson, 2010). Therefore, PC should be “the IV” on burnout instead of PS. Because, apparently people with PC tend to experience discrepancy compared to those with PS. Sirois et al. (2010) also found a significant relationship between discrepancy and ruminative brooding in their relevant study. In their recent study, Flett et al. (2016) pointed the importance of this association between self-discrepancy theory, and perfectionistic concerns in terms of finding more empirical evidence to their link with rumination for future research. Future research –indeed- should explore this association between self-discrepancy and maladaptive cognitions of perfectionism in order to enhance a new model which will be surely a valuable contribution to the literature on perfectionism.

1.4.4. Section Summary

The purpose of the present study is to investigate the relationship between perfectionism and burnout. However, based on the relevant theories on perfectionism, it is more proper to generate hypotheses by mainly using PC as IV on job burnout, because, Two-factor theory of perfectionism showed that perfectionism has two facets: PC is more related to negative psychological outcomes than PS (Gnilka et al., 2017; Stoeber & Otto, 2006; Stoeber, 2016). Since the present study has also a cognitive perspective, PCT was another fountain head by providing the cognitive mechanisms that accompanies perfectionism such as rumination. PCT and CVS-IMP, on the other hand, also helped us to understand that rumination as a form of RNT exacerbates people’s tendency to burnout indirectly, since the people with PC have excessive rumination about their mistakes and this sort of repetitive

negative thinking amplify the level of psychological distress that prevents them to relax even after work. While designing the model CVS-IMP, Tolliver (2016) observed that perfectionistic negative cognitions accompanied by stressors predicted depressive symptoms after 5 days. Based on these facts, consequently, it seemed that PC with the rumination led one to experience exacerbated distress, eventually. On the other hand, Discrepancy subscale of APS-R measures PC (Gnilka et al., 2017; Stoeber, 2016). According to self-discrepancy theory, people experience discrepancy when the gap increases between their actual representations and ideal-self (Higgins, 1987). Therefore, people with PC usually experiences discrepancy between their actual and ideal performance in all areas of life (Stoeber & Otto, 2006). As it is also described in PCT, perfectionistic concerns are coexisting with worry and discrepancy focused rumination.

1.5. BURNOUT

Burnout is a psychological syndrome of emotional exhaustion, cynicism, and increased personal inefficacy that may occur among employees who work with other people in an intensive manner (Maslach et al., 1997). Although it is mostly linked to depression, their relationship is unclear, since the depression is a mental disorder and burnout is a syndrome which has an effect on one's health status (Ahola et al., 2005; Maslach & Jackson, 1981). However, distinct from a clinical or psychiatric diagnosis, burnout occurs after constant exposure to chronic work stress rather than traumatic events or stressors related to major life events (Etzion & Pines, 1986; as cited in Schwenke, 2015). Moreover, burnout is one of the key variables in predicting employee's well-being in organizational psychology research (Stoeber, & Damian, 2015). For instance, it is considered as associated with chronic impairments of executive control regarding mental and behavioural processes.

Because, executive control defines a group of cognitive mechanisms that enable people to voluntarily regulate their attentional, motor, and representational processes to adaptively deal with novel, complex, and changing task demands (Hofmann, Schmeichel, & Baddeley, 2012; Norman & Shallice, 1986; Österberg, Karlson & Hansen, 2009; Oosterholt, van der Linden, Maes, Verbraak & Kompier, 2012; Sandström, Nyström, Rhodin, Lundberg, Olsson & Nyberg, 2005; van Dam, Keijsers, Eling & Becker, 2011; van der Linden, Keijsers, Eling & van Schaijk, 2005, as cited in Diestel, Cosmar & Schmidt, 2013). And, Diestel et al. (2013) emphasised that experimental studies in the field showed that people with higher levels of burnout are worse on tasks that require executive control processes compared to those with low burnout. Previous literature shows that relatively large proportion of employees experience high and chronic levels of stress, and they are examined under the label of burnout (Oosterholt, Van der Linden, Maes, Verbraak & Kompier, 2012). According to the study of Maslach and associates (2001), burnout has different dimensions that are named as emotional exhaustion (or, exhaustion), cynicism (depersonalization), inefficacy (or, reduced personal accomplishment), respectively. Additionally, Leither & Maslach (2003) worked on the predictors of burnout in the work context. According to their relevant study, there are six work areas related to burnout at the workplace, which are workload, control, reward, community, fairness, and values. The mismatch between people and job demands also triggers emotional exhaustion and depersonalization. In other words, if the demands of the job exceed the capacity of the person or a person's efforts are not enough to fulfil the task demands, burnout may occur (Leiter, & Maslach, 2003). On the other hand, also cognitive demands differ according to work demands: while a psychiatrist requires considerable interpersonal skills but no major demands on motor coordination, a surgeon requires more demands on motor coordination but less interpersonal skills.

To prevent such a discrepancy, employers should consider the job-person fit (Hunt & Madhyastha, 2012). In addition to these reasons, spending considerable time with other people in an intense involvement (i.e., staff-client interactions; hearing client's problems and being consistently exposed to their anger, despair, fear or embarrassment) contributes chronic stress, and chronic stress leads to burnout, eventually (Maslach & Jackson, 1981).

With regards to dimensions of burnout, emotional exhaustion and cynicism should take the first place, since they are considered as the core dimensions of burnout in Maslach Burnout Inventory- General Survey (MBI-GS) (Maslach et al., 1997). Among others emotional exhaustion (EE) is the central sub-dimension of burnout and also defined as wearing out, loss of energy, depletion, debilitation, and fatigue characterized by a feeling of being overextended and emotionally "drained" (Maslach, Leiter & Schaufeli, 2008; Stoeber & Damian, 2015). As a second dimension of burnout, cynicism or in other words depersonalization defines negative or insensitive attitudes toward clients, co-workers –or people who are related to the job-, having irritating behaviours, detachment and loss of idealism and motivation toward one's work, and withdrawal. (Maslach et al., 2008; Stoeber & Damian, 2015). Apparently, it is moving onto more negative direction by the time (Maslach et al., 2008). The third dimension of burnout is inefficacy that refers to reduced personal accomplishment, increased inability in problem solving, reduced personal productivity at work (Stoeber & Damian, 2015). It also indicates low self-esteem, low morale, inability to cope (Maslach, Leiter, Schaufeli, 2008). Inefficacy develops correspondingly with other two dimensions (Leither, 1993; as cited in Maslach, Leiter, Schaufeli, 2008). It was previously labelled as "personal accomplishment" (Maslach et al., 2008).

1.5.1. Consequences of Burnout at Work Setting

Burnout not only affects individuals' health and well-being negatively but also organizations'. Stoeber and Damian (2015) underlined some negative reflections of burnout at work setting such as absenteeism, high turn-over rates, reduced job performance and work morale (Maslach et al., 2001; Shirom, 2002 ; Taris, 2006; as cited in Stoeber & Damian, 2015). In addition to these professional outcomes of burnout, scholars recently identified further undesirable reflections such as job dissatisfaction, new disability pension, and presenteeism –constantly going to work even when one is sick which leads to loss of productivity-. Moreover, Salvagioni et al. emphasized that several studies in the literature combined job demands and job resources under a theoretical framework and labelled this model as job demands-resources (JD-R) model. According to this model, work demands -e.g., workload and time pressure- leads to negative outcomes via burnout, on the other hand, work resources -e.g., autonomy and peers' support- via work engagement contribute to positive outcomes - motivational process- at work setting (Salvagioni, Melanda, Mesas, Gonzàles, Gabani, & De Andrade, 2017). Another study on burnout revealed that increased workload was in association with role conflict (Lin, 2012). Maslach et al. (2001) also emphasized that burnout is correlated to role conflict and role ambiguity –highly correlated-, and lack of autonomy (Maslach et al., 2001).

1.6. RUMINATION

A cognitive perseveration and a form of brooding that needs repetitively focusing on one's symptoms of distress and the circumstances around these symptoms (Flett et al., 2016; Vandevala et al., 2017). Nolen-Hoeksema et al. (2008) compared worry and rumination by focusing on the similarities of these cognitive tendencies.

Both are repetitive, and overgeneralized forms of thinking that lead one to experience cognitive inflexibility and to have trouble in shifting attention (Flett et al., 2016), and they also highlighted that rumination affects employees negatively in three ways: (1) “promotes depressed moods and depressive thinking,” (2) “interferes with effective problem-solving,” (3) “interrupts effectual behaviours that are needed to complete the job-related tasks, properly” (McDuffy, 2016). Vandelva et al. (2017) also underlined that rumination contributes impairments in somatic and mental health, and causes increase in work-related fatigue. Their evidence suggested the importance of work-related rumination as a mediator (Vandelya et al., 2017). In their previous study, Flett et al. (2002) found robust positive relations between rumination, general depression and anxiety. Their findings supported the hypothesis that experiencing of frequent perfectionistic cognitions and perfectionistic rumination amplify the level of psychological distress (Flett et al., 2002). Rumination contributes depression by facilitating frequent remembering of negative memories and leading one to feel despair emotionally. Thus, as a maladaptive coping strategy, it prevents efficient problem-solving acts (Karatepe et al., 2013). Furthermore, Papadakis et al. (2006) also presented a model describing how self-discrepancy and rumination causes chronic distress that can lead to depression. Firstly, they standardized the predictor variables that are age, ruminative brooding, reflection (sub-dimension of Response Style Questionnaire (RSQ), actual : ideal discrepancy, actual : ought discrepancy, and Child Depression Inventory scores, and applied hierarchical multiple regression. Control variables were age, RSQ reflection, actual : ought discrepancy, main effects were actual : ideal discrepancy, ruminative brooding, and interaction effect was actual : ideal discrepancy X ruminative brooding. According to results their main hypothesis got support for the groups who have moderate and high levels of rumination (Papadakis et al., 2006).

As it is framed in the (PCT), perfectionists experience cognitive perseveration (or RNT in other words) as automatic thoughts reflecting the need to be perfect, stress-related cognitive perseveration, mistake rumination, ruminative post-event thinking, social comparison rumination. Via these experiences, people with PC are having diminished attention and cognitive capacity, long-lasting negative emotions and stress reactions, emotional and physical exhaustion (Flett et al., 2016).

1.7. PSYCHOLOGICAL DISTRESS (PD)

Psychological distress is a state of emotional suffering characterized by symptoms of depression and anxiety (Mirowsky and Ross, 2002; as cited in Drapeau, Marchand & Beaulieu-Prévost, 2012), and is often considered in the context of strain, stress and distress (Ridner, 2004). Psychological distress is significantly related to perfectionistic automatic thoughts (Macedo, Marques & Pereira, 2014). However, with regards to the relationship between PD and burnout, according to Maslach and associates (2001), the previous research on the “Big Five” personality dimensions has found that burnout is linked to the dimension of neuroticism, and neurotic people are emotionally unstable and prone to psychological distress. However, Dunkley et al. (2000) recommended to gather information about the quality of experienced events and determine which event appraisals are most relevant to the experience of distress in perfectionists. In their study Kesler and associates (2003) enhanced Kessler Psychological Distress Scale (K10) which was designed as ten-item questionnaire assessing psychological distress of the people based on their monthly emotional experiences. However, in their previous research, O’Connor et al. (2007) used General Health Questionnaire (GHQ) to assess PD, since the researchers found it more reliable and valid across fifteen centres around the world. According to O’Connor et al. (2003), the relationship between psychological distress and socially-prescribed perfectionism was strong

rather than other dimensions of perfectionism, since socially-prescribed perfectionism was associated with greater distress in the previous literature. Therefore, the present study also used GHQ to assess PD. There are considerable studies in the literature showing this linkage between burnout and PD just like the study of Mearns and Cain (2003).

They examined teachers' occupational stress and pointed that consequences of long-term stress lead to psychological distress, and burnout (Mearns & Cain, 2003). Recent study of Zou et al. (2016) demonstrated that there is a relationship between PD –as a predictor- and burnout via resilience. Or in a nutshell, resilience was the mediator between PD and burnout. In their study, Iacovides and associates (2003) mentioned that psychological distress is a cause of dropout among volunteers who work for the people with AIDS because more than twenty-four percent of them suffer from burnout. They also claimed that the level of job strain -which was also found as one of the correlates of burnout by Ozbilir and associates (2015)- is reported to be more closely related to psychological distress. Leiter and Maslach (2003) also considered distress as one of the predictors of burnout at the work place.

1.8. HYPOTHESES & PREDICTIONS

1.8.1. Preliminary Remark

Before defining the hypotheses, there need to be some clarifications about the “aspects of perfectionism” as variables in the overall relationship. In the previous chapters, the literature review on perfectionism revealed that based on the recent studies, perfectionism is considered as a multidimensional construct, not unidimensional anymore. And, there are several scales measuring the aspects of perfectionism.

The present study focuses on the two aspects of perfectionism which are the superordinate dimensions of perfectionism – “perfectionistic concerns” and “perfectionistic strivings” (Stoeber, 2016) by using Almost Perfect Scale-Revised (APS-R), since it enables researchers to distinguish PC from PS, and allows researchers to use a dimensional approach (Gnilka et al., 2017; Stoeber, 2016), and also the language of the items are more suitable to use for I/O research regarding business professionals, since it includes job-related items. (APS-R) is operationalizing by evaluating the total scores or means of the subscales separately via various statistical analyses if researchers use the dimensional approach as in the studies of Gnilka et al., 2017 and Stumpf & Parker (2000).

With regards to group-based approach on the other hand, there is no certain standards or cut-points to identify different groups of perfectionists. In other words, assessing standards have not been clearly addressed in the previous literature for the group-based approach (Rice & Richardson, 2014). However, in their earlier study, Rice, Ashby, and Slaney (2007), highlighted that raw score on “standards” subscale should be at least 42 in both groups, those who get lower than 42 can be categorized as “non-perfectionists.” On the other hand, those who had moderate score (at least 42) on “discrepancy” subscale but lower score on “standards” subscale can be categorized as “maladaptive perfectionist” –who have high levels of PC-, and for “adaptive perfectionists” –who have high levels of PS- it was vice versa (Rice & Ashby, 2007). Although, there is a standard score (42) was stated in this study for the college students (Rice & Ashby, 2007), wide range of scholars who work on perfectionism topic are using different analysis methods to identify groups according to the relevant literature. For instance, in their study among Turkish university students Ulu and associates (2012) used Turkish APS-R to collect responses, then they conducted cluster analytic procedures to identify the adaptive, maladaptive and non-perfectionists (Ulu, Tezer & Slaney, 2012).

In another previous study, Suh and associates (2017) used more than one scale –not only APS-R; they used four subscales of different scales as continuous variables which are “discrepancy”, “standards”, “conscientiousness” and “neuroticism”- and then conducted latent profile analysis to see the average class probabilities for the most likely class membership and they obtained a three-class model: First two classes had higher “standards” scores than the other one, and one of these two classes got low scores on “discrepancy” subscale but high scores on “conscientiousness”; the other class got higher scores on “discrepancy” and “neuroticism” subscales (Suh, Gnilka & Rice, 2017). In addition to these studies, in her cross-cultural validation study –among Turkish and American college students- Aydin (2013) conducted Exploratory Factor Analysis (EFA) and obtained a three-factor scale (standards, dissatisfaction, discrepancy), then used Pearson’s correlation coefficient to see if the factors are meaningful, and eventually the results revealed that “standard” subscale was significantly the positive aspect of perfectionism (PS). As a result, she offered that the ones who have high levels of standards and low levels of discrepancy and dissatisfaction can be considered as adaptive perfectionists –or those with PS-. However, those with high levels of “dissatisfaction”, “standards”, and “discrepancy” can be considered as “maladaptive perfectionists” (Aydin, 2013). In addition to the group-based approach, Gaudreau & Thompson (2010) enhanced “2 x 2 Model of Perfectionism” which provides a four-class model including four subtypes of perfectionists: (1) participants with high PS but low PC called “pure PS”, (2) low PS and high PC called “pure PC”, (3) high PC and high PS called “mixed perfectionism”, (4) low PS and low PC called “non-perfectionism” (Gaudreau & Thompson, 2010; Stoeber & Gaudreau, 2017). In another cross-cultural study, Ozbilir and associates (2015) used “discrepancy” and “standards” subscales of the APS-R as continuous variables, then tested three relational models by using hierarchical regression analyses, then examined the correlations, accordingly. They operationalized adaptive and maladaptive perfectionism –by using APS-R- as the interaction of “high-standards” and “discrepancy” subdimensions:

(1) “employees with high standards and low levels of discrepancy were labelled as “adaptive perfectionists” –who also had high levels of engagement-, whereas,” (2) “employees with high standards and high levels of discrepancy were labelled as “maladaptive perfectionists” –maladaptive perfectionists also had high levels of strain and burnout-” (Ozbilir et. al., 2015, p. 256).

In the recent literature, Gnilka et al. used these two subdimensions –PC and PS- as continuous variables, as well. In this study of Gnilka and associates (2017), the assessment approach of APS-R was clearly redefined: “standards” subscale of APS-R is designed to measure one’s “perfectionistic strivings (PS)”, however “discrepancy” subscale is showing one’s “perfectionistic concerns (PC)” in a dimensional approach (Gnilka, Mclaulin, Ashby et. al, 2017). These labellings are up-to-date versions of the dimensions of perfectionism when researchers prefer to use APS-R. In other words, today, scholars generally use Stoeber and Otto’s approach –PC and PS as the superordinate dimensions- (2006). As the third subscale; “order” is not contributing significantly to the measurement of PS or PC (Gnilka, Mclaulin, Ashby et. al, 2017). For this reason, the third subscale “order” was not included in the analyses, and data collection phase to avoid excess data. In the light of the recent literature on perfectionism, the present study used two subscales of APS-R as it was previously mentioned. “Standards” subscale was used to address PS, and “Discrepancy” subscale addressed PC.

1.8.2. Hypothesis 1

Given the perfectionism is a personality disposition, and a multidimensional construct involving cognitive vulnerabilities as described in Perfectionism Cognition Theory (PCT) (Flett et al., 2016) and Cognitive Vulnerability Stress-Interaction Model of Perfectionism (CVS-IMP) (Tolliver, 2016), firstly, perfectionistic concerns should have significant positive correlations with all other variables –rumination, PD, and burnout-, rather than perfectionistic strivings.

In addition to this, PC were considered as among the predictors of PD via rumination -repetitive negative thoughts, perseverative thinking style, and worry- in the previous literature, as well (Ciesla & Roberts, 2007; Flett et al., 2002; Flett et al., 2016; Lee, 2007; Macedo et al., 2014; Moate et al., 2016; Morrison & O'Connor, 2005; Papadakis et al., 2006; Tolliver, 2016; Wimberley & Stasio, 2013). Conversely, based on the previous literature, since the PS is considered relatively adaptive dimension, PS would be negatively correlated to the inefficacy but not to the other variables (emotional exhaustion, cynicism, rumination, and PD) (Gnilka et al. 2017; Hill, Huelsman & Araujo, 2010; Rice & Ashby, 2007; Slaney et al.; 1996; Slaney, Rice, Mobley, Trippi, & Ashby, 2001; Stoeber, 2016).

1.8.3. Hypothesis 2

The purpose of the present study is to explore whether the negative aspect of perfectionism-PC- leads to burnout via rumination and PD -as it was mentioned in the PCT and CVS-IMP-. Although, there is lack of previous empirical support for the mediational effect of PD in the relationship between PC and burnout, researchers should not ignore that there is a strong association between PD and burnout (Iacovides et al., 2013; Maslach et al., 2001; Maslach & Leiter, 2003; Mean & Cain; 2003; Zou et al., 2016), and also research on perfectionism should consider the association between PD and PC via rumination (Ciesla & Roberts, 2007; Flett et al., 2002; Flett et al., 2016; Lee, 2007; Macedo et al., 2014; Moate et al., 2016; Morrison & O'Connor, 2005; Papadakis et al., 2006; Wimberley & Stasio, 2013; Tolliver, 2016).

Consequently, abovementioned mediational relations should be examined in order to understand the overall relationship between these crucial variables -PC, emotional exhaustion, and cynicism- of the perfectionism literature which will be a unique contribution to the I/O psychology literature. Thence, Hypothesis 2 predicts that rumination and PD are the mediators of the relationship between PC, emotional exhaustion, and cynicism in a parallel mediation model. The same relations will also be examined by using PS as independent variable on all the three dimensions of burnout.

1.8.4. Hypothesis 3

The present study also investigates whether some demographic variables –such as total working experience and level of education- contribute one’s tendency to experience burnout (EE, cynicism, inefficacy) in the overall relationship. These relations will be observed by using hierarchical regressions for the dependent variables (EE), cynicism, and inefficacy.

CHAPTER 2 METHOD

2.1. PARTICIPANTS

The present study used cross-sectional design and was conducted –as online survey by using SurveyMonkey Tool- among Turkish white-collars from different sectors and professions. The online survey’s link was sent to students in the I/O psychology Master’s Program of İstanbul Bilgi University –only employed students involved, since there was a formulated exclusion criteria at the beginning of the online survey-, an organization in service sector, and white-collar workers from various companies by using Linked-In advertisements to ensure the highest response rate possible. According to SurveyMonkey analytics user interface reports, 372 people responded, however, 250 of them fully completed the survey. The sample of participants consisted of %58 female and %42 male ($M_{age}= 34.68$, $SD_{age}= 9.92$ years). $M_{working\ experience} = 4.86$, $SD_{working\ experience}= 5.88$ for female, and $M_{working\ experience} = 7.63$, $SD_{working\ experience}= 8.71$ for male participants. They were all actively working at the time of the study. Participants’ employment status was the exclusion criteria. A question regarding their employment status (i.e., “Are you actively working?”) was posed before they started the survey. If they replied this question as “yes”, the system directed them to the survey questions. However, if one answered as “no”, the system thanked the participant and closed the link. So, unemployed people were not included in the study, because, the present study aimed to explore job burnout among perfectionist white-collar workers.

2.2. MEASURES

2.2.1. Demographic Questions

Demographic questions requested information regarding participants’ gender, age, marital status, highest education completed, profession, sector, total working

duration as years, and whether they think about quitting their current position.

2.2.2. Almost Perfect Scale-Revised (APS-R)

Slaney et al. (1996) developed and enhanced (APS-R) which provides scores on both superordinate dimensions of perfectionism (e.g., adaptive –perfectionistic strivings-, maladaptive –perfectionistic concerns-). The (APS-R) contains three subscales which are “standards”, “discrepancy” and “order”. As it was mentioned previously, “discrepancy” subscale –perceived discrepancy between actual performance and expected standards (Rice et al., 2014)- assesses “perfectionistic concerns”, and “standards” subscale assesses “perfectionistic strivings”. However, “order” subscale assesses “organization” and need for order, and does not have significant contribution to assess the major aspects of perfectionism (Gnilka et al. 2017; Rice & Ashby, 2007; Slaney et al.; 1996; Slaney, Rice, Mobley, Trippi & Ashby, 2001; Stoeber, 2016). In this respect, order subscale was excluded in this study to avoid redundant data. The present study used Turkish Almost Perfect Scale-Revised (Turkish APS-R), since all the participants are Turkish white-collars. Ulu (2007) translated (APS-R) into Turkish, and also conducted validation studies to examine the dimensions of the scale.

After exploratory and confirmatory factor analyses Ulu (2007) decided to keep the 23-item version as the final version. The Cronbach alpha coefficients were .78, .85 and .86 for “standards”, “discrepancy” and “order” subscales, respectively. Turkish (APS-R) contains 23 items in total using a 7-point Likert-type scale from (1) Strongly disagree to (7) Strongly agree. “standards” subscale contains 7 items measuring personal standards regarding performance –e.g., “I have high expectations for myself”-, “discrepancy” subscale contains 12 items measuring perceived discrepancy between actual performance and expected standards (Rice et al., 2014) –e.g., “I often feel frustrated because I can’t meet my goals”-, “order” subscale contains 4 items measuring organization and need for order -e.g., “I am an orderly person”- (Ulu et al., 2012). According to reliability analyses of the present study, the Cronbach’s alpha coefficients were .82 for “standards”, and .90 for “discrepancy” subscales.

2.2.3. Maslach Burnout Inventory (MBI)

Based on the three dimensions of burnout –emotional exhaustion, cynicism (depersonalization), and personal accomplishment (inefficacy)-, Maslach and Jackson (1986) enhanced a measurement called “Maslach Burnout Inventory” (MBI) which has twenty-two items in total. Maslach and associates diversified the scale to different versions according to jobs’ characteristics in different studies. For instance, the first version of the scale was designed for human-services professionals. The original MBI-GS –designed for business professionals- contains 23 items in total using 7-point Likert scale with response anchors: (1) Never to (7) Always and subscales were scoring the level of burnout as “low”, “average” and “high” (Maslach, Jackson, & Leiter, 1996; Maslach, Leiter & Schaufeli, 2008). Ergin (1993) adapted and translated the scale into Turkish. Turkish version of the scale contains 22 items in total and used the 5-point Likert-type scale with response anchors: (1) Never to (5) Always.

There are nine items in the “emotional exhaustion” subscale, five items in the “cynicism” subscale, and eight items in the “inefficacy” (Ergin, 1993). According to Maslach et al.’s manual (1997) higher scores on “emotional exhaustion” and “cynicism” but low scores on “inefficacy” are indicators of burnout. They also added the Cronbach’s alpha coefficients for Dutch sample were .65 for “exhaustion”, .60 for “cynicism”, .97 for “professional efficacy” –inefficacy- (Maslach et al., 1997). According to reliability analyses of the present study, the Cronbach’s alpha coefficients were .90 for “emotional exhaustion”, .83 for “inefficacy” and .80 for “cynicism” subscales.

2.2.4. Ruminative Thought Style Questionnaire (RTSQ)

Brinker and Dozois (2009) enhanced the scale to measure the possible facets of global rumination. (RTSQ) contains 20 items in total using 7-point Likert-type scale with response anchors: (1) Not at all to (7) Very well –e.g., “I find myself reliving events again and again”, “When I am looking forward to an exciting event, thoughts of it interfere with what I am working on”-. For their first sample the Cronbach’s alpha coefficient was .95. The total scores obtained from the scale were positively in correlation with depression, anxiety, automatic thoughts, and other sorts of ruminative thoughts that also showed the researchers, RTSQ is a reliable questionnaire (Brinker & Dozois, 2009; Karatepe, 2010). Karatepe (2010) adapted the scale into Turkish. Turkish (RTSQ) contains 20 items in total and using 7-point Likert scale, as well. The Cronbach’s alpha coefficient for the Turkish (RTSQ) was .90. There is no cut-scores defined while operationalizing the scale scores. However, total scores of the scale indicate one’s tendency of ruminative thoughts. (RTSQ) assesses one’s tendency for rumination in general –not over a limited time-period-. In this respect, it is also suitable for using in cross-sectional and longitudinal designs. According to reliability analysis of the present study, the Cronbach alpha coefficient of the scale was .93.

2.2.5. General Health Questionnaire (GHQ-12)

Goldberg (1972) developed the first version of General Health Questionnaire GHQ to assess minor psychiatric morbidity in community and general practice settings (Stuart et al., 1993). Later on, Goldberg and Williams (1988) enhanced the 12-item version of the scale. The 12-item version of the scale was also extensively used in various community and occupational settings to represent cases of “psychological distress” (Avey et al., 2010; Backović et al., 2012; Drapeau et al., 2012; Guthrie et al., 1999; Higuchi et al., 2016; Hintsa et al., 2016; Marchand et al., 2014; Patton & Goddard, 2003; Shevlin & Adamson, 2005; Tanner et al., 2013; Üner et al., 2008; Ulu, Tezer & Slaney, 2012; Vandevala et al., 2017). The GHQ-12 contains 12 items –evaluating one’s level of psychological morbidity and distress over the past few weeks- using 4-point Likert-type scale with response anchors: (0) Not at all and (3) More than usual –the coding approach for clarifying the intensity categories- (Ulu et al., 2012). The Cronbach’s alfa coefficients of the original scale ranged from .82 to .90 in the previous studies. In the present study, the replies to the items were binary coded (0-0-1-1) before being summed -instead of (0-1-2-3)- as advised in Mcdowell (1989), since Goldberg found this method a little advantageous after compared the two coding methods. This approach of coding was also known as “the GHQ Score” in the literature (Marchand et al., 2014; Mcdowell, 1989; Üner et al., 2008; Vandevala et al., 2017). Kılıç (1996) translated the scale into Turkish with .78 Cronbach’s alpha coefficient. In their study, Ulu et al. (2014) found Cronbach’s alpha coefficient of the scale as .85 (Ulu et al., 2014). The Turkish GHQ also contains 12 items –e.g., “Have you recently been able to concentrate on what you’re doing?” or “Have you recently lost much sleep over worry?”-. According to reliability analysis of the present study, the Cronbach’s alpha coefficient of the scale was .90. Table 2.1 shows the internal consistencies of all the four scales used in the present study.

Table 2.1.
Internal Consistency for all the Four Scales

<i>Scales</i>	<i>Items</i>	<i>Cronbach's Alpha Coefficients</i>
Almost Perfect Scale-Revised (APS-R)		.89
Standards	1, 3, 5, 8, 10, 14, 18	.82
Discrepancy	2, 4, 6, 7, 9, 11, 12, 13, 15, 16, 17, 19	.90
Maslach Burnout Inventory- General Survey (MBI-GS)		.82
Emotional Exhaustion (EE)	1, 2, 3, 4, 5, 6, 7, 8, 9	.90
Cynicism	10, 11, 12, 13, 14, 15, 16, 17	.80
Inefficacy	18, 19, 20, 21, 22	.83
Ruminative Thinking Style Questionnaire (RTSQ)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20	.93
General Health Survey-12 Items (GHQ-12)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	.90

2.3. PROCEDURE

Firstly, all the procedures in the present study was approved by İstanbul Bilgi University Ethics Committee. Then, abovementioned scales were prepared accordingly via using SurveyMonkey online survey tool. Via online survey link each responder received the questionnaires. Via informed consent form the participants were notified that the survey would be anonymous and confidential.

There was a question asking that whether the participant would like to participate in the study, and if they accepted to continue, they were directed to the questionnaires. Right after this process, the following question was about whether the participant was actively working. As it was mentioned previously, if they replied this question as “yes”, the system directed them to the survey questions. However, if one answered as “no”, the system thanked the participant and closed the link. Before they started to reply each and every questionnaires, relevant instructions were outlined in the first place to avoid participants’ possible confusions.

2.4. STATISTICAL ANALYSES

All the statistical analyses in the present study were applied by using IBM SPSS Statistics Version 21. Present study planned to use following analyses for preparing the raw data prior to testing the hypotheses: (1) Mahalanobis Distance Analysis was used for identifying multivariate outliers, (2) Listwise deletion method was preferred since the regression is sensitive to missing values. After saving data from multivariate outliers and missing values, sample would be tested in terms of the assumptions of regression analysis if there were any violation of linearity, homoscedasticity, and multicollinearity. Therefore, following analyses for testing the hypotheses would be applied: (1) Pearson’s Correlation Analysis was used for testing the Hypothesis 1. According to Maslach et al.’s manual (1997) higher scores on “emotional exhaustion” and “cynicism” but low scores on “inefficacy” are the indicators of burnout. Therefore, the present study would obtain the information regarding the directions of the correlations of all the substantive variables through the subscales of both APS-R and MBI-GS, (2) Parallel Multiple Mediation Analysis of Hayes (2013) was used for testing the Hypothesis 2. As the main hypothesis of the present study

Hypothesis 2 predicted that rumination and PD are the mediators of the relationship between perfectionistic concerns and job burnout. The distinguishing feature of this model is that the model can be applied for the variables whether they are causally related or not (Hayes, 2013). Therefore, even though one of the variables had lack of empirical previous support, this model could check the overall relations, and provide the effects of these relations. The model also allowed us to see the effect of the one categorical independent variable on a continuous dependent variable via more than one mediators. Additionally, %95 CI and 10.000 bootstraps options were used as advised (Hayes, 2013, p. 154). The PROCESS generates bias-corrected bootstrap confidence intervals for all the indirect effects, and provides pairwise comparisons between them by using 10.000 bootstraps (Hayes, 2013). Relations could be deemed as different from zero, if zero was outside of their CI%'s when we compared their CI% results. If the comparison between their CI% scores would straddle zero, this could mean that the indirect effect was not statistically different from zero (Hayes, 2013). (3) Burnout, on the other hand, will also be examined through MBI-GS's sub-dimensions as in the studies of Ozbilir et al. (2015) and Gnilka et al. (2017) in which they found that "Discrepancy" subscale – PC- was positively correlated to "Emotional Exhaustion" (Ozbilir et al., 2015; Gnilka et al., 2017), and "Cynicism (depersonalization)" (Ozbilir et al., 2015). Although the key factors of burnout are emotional exhaustion and cynicism according to Maslach et al. (1997), inefficacy still should be examined in order to obtain an overall information regarding the relationship between the demographics, key variables of this study (PC, PS, PD, rumination), and burnout. (4) On the other hand, there is no doubt that demographic information provides additional findings in multivariate research designs. In this respect, hierarchical regression analyses will be preferred to test the Hypothesis 3. As in all the hierarchical regression analyses, the substantive variables of this study rested on a solid empirical basis which is outlined in the section 1.4. (Meyers et al., 2016).

CHAPTER 3 RESULTS

3.1. PRELIMINARY ANALYSES

3.1.1. Outliers

In the pursue of identifying multivariate outliers, Mahalanobis Distance analysis (MD) is using for the detection (De Maesschalck et al., 2000). First of all, data was screened for extreme scores, outliers, and any violation of assumptions before conducting regression analyses. Since, the regression is sensitive to multivariate outliers (Ozbilir et al., 2015). Mahalanobis Distance analysis was conducted to identify multivariate outliers, and check for any unusual combinations of the scale scores by using linear regression. According to results, two cases that exceeded the critical chi-square value were deleted by using a $p < .001$ criterion for Mahalanobis Distance (or a $X^2 > 22,46$). Besides, 3 of the participants –other than 2 outliers- were also excluded due to their declarations regarding their occupations. Two of them were students and one of them was a barista –which is not a white-collar position-. After these sorting processes five of the participants were excluded, and 245 participants in total were included for further analyses.

3.1.2. Missing Value Analysis (MVA)

After the identification of multivariate outliers, MVA function of IBM SPSS Statistics Version 21 was conducted over the remaining 245 participants to screen the

missing values. Listwise deletion method was preferred, since the regression analyses and the PROCESS macro of Hayes are sensitive to missing values. This is also a default (standard) practice for IBM SPSS and most computer statistical packages including PROCESS macro (Meyers et al., 2016).

3.1.3. Testing the Assumptions of Regression Analysis

A linear regression including all the key variables of the study –while histogram, scatterplots, P-P plots, normal probability plots, collinearity diagnostics, and Cook’s distance options were chosen- was conducted in order to check and observe, firstly, whether the data had “multivariate normal distribution”. Scatterplots were in elliptical shape, and histogram patterns had the bell-shaped curve. The relevant results revealed that the data had multivariate normal distribution (Meyers et al., 2016). Simultaneously, the other regression assumptions were also checked in order to see if the sample of the current study could be generalized to the entire Turkish white-collar population in a robust way. To do so, several assumptions of the regression model were tested whether there were any violations of the assumptions that could stop generalizing conclusions through the current sample. Because the results might have been biased or misleading. The second step was controlling “linearity” that reflects the variables in the analysis are related in a linear manner. Graphs function and the residual plots of the linear regression were also used to control if the variables would generate oval shaped scatterplots that would indicate the variables were normally distributed and linearly related. The relevant output showed that the linearity assumption was met (Field, 2013; Meyers et al., 2016). The same P-P plots and scatterplots produced from the linear regression process also provided information about the variances of the residuals were constant –dots were scattered- that showed there was no violation of “homoscedasticity”. As for the “multicollinearity” testing between the predictor variables, collinearity statistics were also observed. Collinearity tolerance should have been greater than .4 or .1, and the

variance inflation factor (VIF) should have been less than 2.5 or 10 based on the accepted tolerance reference. VIF results for all the predictor variables were less than 2.5 in the current sample that means there was no need to be concerned about multicollinearity, as well (Field, 2013; Meyers et al., 2016). Regression assumptions were also screened during hierarchical multiple regression analyses while testing Hypotheses 3. There was no violation observed for the two dependent variables (emotional exhaustion, cynicism). As for the inefficacy (as a dependent variable), there was not a normal distribution observed. Inefficacy had not equal levels of variability across the independent variables (“age”, “marital status”, “level of education”, “total working experience”, PS, PC, PD, and rumination). Therefore, this can be also considered as a violation of homoscedasticity (Meyers et al., 2016). However, collinearity statistics were within the reference range for the same dependent variable (inefficacy). Therefore, the results for the “inefficacy” of the current sample cannot be generalized to the entire Turkish white-collar population but are specific to the present sample.

3.1.4. Descriptive Statistics & Sample Characteristics

Table 3.1 provides the characteristics of the sample. Missing values for demographics (rather not say) –also screened by using MVA function and “exclude missing cases analysis by analysis” option was chosen as default for demographics-, frequencies, percentages, means and standard deviations were listed, respectively. Demographic characteristics of the sample were as shown in Table 3.1.

Table 3.1.*Demographic Characteristics of Sample*

Characteristics	<i>n</i>	%	<i>M</i>	<i>SD</i>
Gender	243	99.2	1.00	.49
Male	102	41.6		
Female	141	57.6		
Rather not say	2	.8		
Age	232	94.7	35.12	10.20
17-27	51	20.8		
28-34	90	36.7		
35-40	35	14.3		
Elder than 40	56	22.9		
Rather not say	13	5.3		
Working Duration as Years	245	99.6	6.26	7.38
1 year or less	71	29.0		
2-3	53	21.6		
4-5	37	15.1		
More than 5	84	34.3		
The level of Education	242	98.8	2.26	.64
High School	13	5.3		
Bachelors' Degree	162	66.1		
Masters' Degree	54	22.0		
PhD	13	5.3		
Rather not say	3	1.2		
Marital Status	244	99.6	1.51	.59
Single	102	41.6		
Married	130	53.1		
Divorced	12	4.9		
Rather not say	1	0.4		

Note: Sample size ranged from 232 to 245 due to the missing data. *N* = Number of participants. % = Percent of the participants. *M* = Mean. *SD* = Standard Deviation.

An independent samples t-test was applied to evaluate gender differences in PC, PS, PD, emotional exhaustion, inefficacy, cynicism, and rumination. No significant differences were observed between groups in terms of tendencies

regarding PC, PS, PD, emotional exhaustion, cynicism, inefficacy, and rumination. The t-test results are shown in Table 3.2.

Table 3.2.

Independent Samples T-Test Between PC, PS, Emotional Exhaustion (EE), Inefficacy, Cynicism, PD, Rumination and Participants' Gender

	<i>Female</i>		<i>Male</i>		<i>t-value</i>	<i>p</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
PC	43.12	16.15	43.00	13.24	0.58	.95
PS	36.65	7.90	35.03	7.71	1.586	.11
(EE)	24.16	8.04	24.14	7.25	0.017	.98
Inefficacy	16.72	4.43	16.59	4.76	0.391	.82
Cynicism	11.04	3.83	11.88	4.58	1.543	.12
PD	3.02	3.61	2.85	3.48	0.379	.70
Rumination	89.37	23.13	87.12	20.90	0.778	.43

Note: Sample size ranged from 138 to 141 for Female, and it was 102 for Male due to the missing data. $p < .05^*$. *M* = Mean. *SD* = Standard Deviation. PC = Perfectionistic Concerns. PS = Perfectionistic Strivings. (EE) = Emotional Exhaustion. PD = Psychological Distress.

3.2. HYPOTHESIS 1

The present study, firstly hypothesized that PC should have significant correlations with all other variables –rumination, PD, emotional exhaustion, cynicism, inefficacy-, rather than perfectionistic strivings. As assumed, no strong relation observed for PS with the most of the variables, however, it was negatively and strongly correlated to inefficacy, and positively but weakly correlated to rumination which is parallel to the literature (Caliskan et al., 2014; Stoeber & Damian, 2015). PC, on the other hand, were highly, significantly, and positively correlated to the other variables in the model. Each sub-dimensions of burnout were checked separately in order to obtain detailed information.

Relevant correlation results that are supporting Hypothesis 1 as shown in Table 3.3. According to results, PC were significantly and positively correlated to emotional exhaustion ($r = .44, p < .01$), cynicism ($r = .35, p < .01$), psychological distress (PD) ($r = .39, p < .01$), rumination ($r = .56, p < .01$), and inefficacy ($r = .28, p < .01$). However, PS were not correlated to emotional exhaustion ($r = .09, p > .05$), cynicism ($r = .08, p > .05$), psychological distress ($r = .02, p > .05$), but weakly correlated to rumination ($r = .13, p < .05$), and negatively correlated to the inefficacy ($r = .28, p < .01$).

Table 3.3.
Pearson's Correlation Matrix among PC, PS, Emotional Exhaustion (EE), Inefficacy, Cynicism, Rumination, and PD

Variable	1	2	3	4	5	6	7
1. PC							
2. PS	.40**						
3. EE	.44**	.09					
4. Inefficacy	.28**	-.28**	.24**				
5. Cynicism	.35**	.08	.59**	.18**			
6. Rumination	.56**	.13*	.38**	.20**	.37**		
7. PD	.39**	.02	.60**	.19**	.34**	.41**	

Note: Sample size ranged from 241 to 244 due to missing data. ** $p < 0.01$ (2-tailed), * $p < 0.05$ (2-tailed). PC = Perfectionistic Concerns. PS = Perfectionistic Strivings. (EE) = Emotional Exhaustion. PD = Psychological Distress.

3.3. HYPOTHESIS 2

A parallel multiple mediation model analysis was conducted by using PROCESS macro v3.0 (Hayes, 2013). The results of the parallel mediation analysis revealed that the relationship between PC, EE and cynicism is being mediated by PD and rumination in parallel paths. However, this mediational model is not valid for inefficacy as a DV. Therefore, this final model –Hypothesis 2- was partially supported. Although, it is partially supported, we still can make the assumption that the relationship between PC, and job burnout is being mediated by PD and rumination. Because, emotional exhaustion and cynicism are the core indicators of job burnout compared to inefficacy (Maslach & Jackson, 1981). Additionally, job burnout –as a whole- was examined as a dependent variable. Parallel multiple mediators model on job burnout was significant (*Figure 3.3.5.*).

With regards to PS, it was not expected that this parallel mediational model would be significant when PS is the predictor. As assumed, the results revealed that the same model was not significant for the relationship of PS and burnout (Appendix K), since PS as a predictor was not significant. The relationships between PS and EE, PS and cynicism, and also PS and inefficacy were also tested for further implications. The relevant models were not significant as well, since, the PS as a predictor did not seem significant. Finally, this assumption was also supported and it is parallel to the previous literature. In other words, although Pearson's correlation results revealed that there are weak correlations between PS and rumination, and inefficacy, parallel multiple mediation analysis provided more comprehensive result showing that PS does not necessarily lead an employee to experience job burnout. According to results, the model was significant. Results were as shown in **Figure 3.3.1., 3.3.2., 3.3.3., 3.3.4., and 3.3.5.**

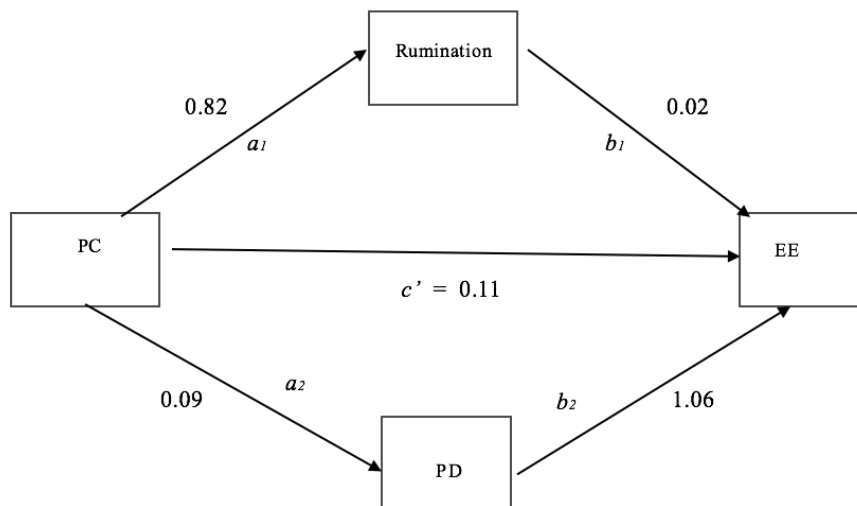


Figure 3.3.1. PROCESS macro v3.0, Model 4 standardized regression coefficients. Indirect effect of PC on EE through Rumination = $a_1 b_1$. Indirect effect of PC on EE through PD = $a_2 b_2$. Direct effect of PC on EE = c' . $N = 241$ due to the missing values. %95 CI level was used for all the confidence intervals in the output. Bootstrap confidence interval of all the significant analyses > 0 . PC = Perfectionistic Concerns. PD = Psychological Distress. EE = Emotional Exhaustion.

A bias-corrected bootstrap %95 confidence interval for the total indirect effect ($a_1 b_1 + a_2 b_2 = 0.115$) based on 10,000 bootstrap samples was entirely above zero [0.0680 to 0.1650] which means that the parallel multiple mediation model is significant. In other words, the whole model revealed that perfectionistic concerns are vulnerability to emotional exhaustion via rumination and psychological distress. A bias-corrected bootstrap %95 confidence interval for the first indirect effect ($a_1 b_1 = 0.017$) based on 10,000 bootstrap samples, was straddled zero [-0.0213 to 0.0565]. On the other hand, for the second indirect effect ($a_2 b_2 = 0.098$) based on 10,000 bootstrap samples, results were entirely above zero [0.0629 to 0.1383].

The following *t-values* of this model were given for the further consideration:

(1) PC on rumination $t(239) = 10.45$, $R^2 = .31$, $p < .001$, and PD $t(239) = 6.55$, $R^2 = .15$, $p < .001$. (2) PC on EE via rumination and PD, $t(239) = 7.71$, $R^2 = .41$, $p < .001$. (3) Direct effect of the rumination on emotional exhaustion was not significant and the *t-values* were as follows; $t(239) = 0.97$, $R^2 = .41$, $p = .332$. (4) On the other hand, PD was observed as it had a strong effect on emotional exhaustion. Relevant *t-values* are as follows; $t(239) = 8.78$, $R^2 = .41$, $p < .001$. Model summary is $F(239) = 56.18$, $R^2 = .41$, $p < .001$.

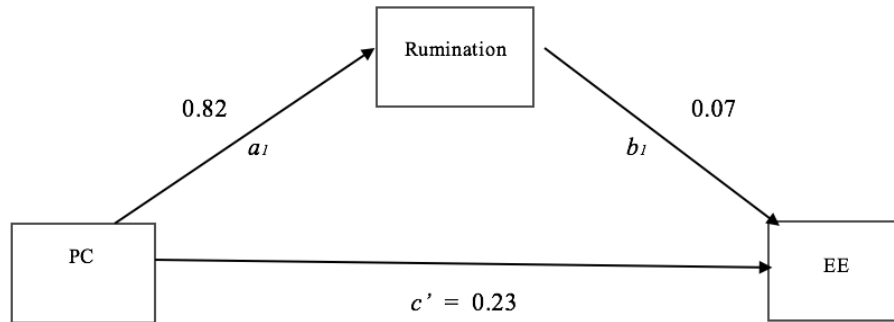


Figure 3.3.2. PROCESS macro v3.0, Model 4 standardized regression coefficients. Indirect effect of PC on EE through Rumination = $a_1 b_1$. Direct effect of PC on EE = c' . $N = 241$ due to the missing values. %95 CI level was used for all the confidence intervals in the output. Bootstrap confidence interval of all the significant analyses > 0 . PC = Perfectionistic Concerns. PD = Psychological Distress. EE = Emotional Exhaustion.

When we test the mediational effect of rumination –as an only mediator = $a_1 b_1$ – between PC and EE, the model seems significant ($a_1 b_1 = 0.056$) and relevant bootstrap CI for the total indirect effect based on the 10,000 bootstrap samples was above zero [0.0106 to 0.1036].

Relevant *t-values* for further consideration are as follows: $t(239) = 2.84, R^2 = .23, p < .001$. Also, the observed R^2 value in the parallel multiple mediation model – Model 4- is increasing from (.23) to (.41) after we add the PD as a second mediator to the relational model. This is an indicator of PD is acting as a suppressor in the overall relationship (Akinwande, Dikko & Samson, 2015). **Figure 3.3.2.** is showing the mediational model between PC, rumination, and EE.

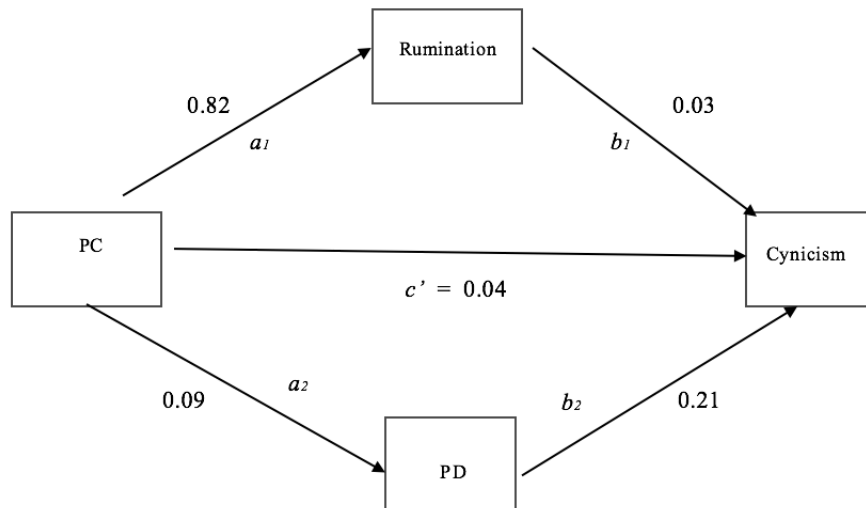


Figure 3.3.3. PROCESS macro v3.0, Model 4 standardized regression coefficients. Indirect effect of PC on Cynicism through Rumination = $a_1 b_1$. Indirect effect of PC on Cynicism through PD = $a_2 b_2$. Direct effect of PC on Cynicism = c' . $N = 240$ due to the missing values. %95 CI level was used for all the confidence intervals in the output. Bootstrap confidence interval of all the significant analyses > 0 . PC = Perfectionistic Concerns. PD = Psychological Distress.

On the other hand, the same relations were also investigated for the dependent variable “cynicism”. A bias-corrected bootstrap confidence interval for the total indirect effect ($a_1 b_1 + a_2 b_2 = 0.050$) based on 10,000 bootstrap samples was entirely

above zero [0.0261 to 0.0753] which means again that the parallel multiple mediation model is significant. In other words, the whole model revealed that perfectionistic concerns are vulnerability to cynicism via rumination and psychological distress. A bias-corrected bootstrap %95 confidence interval for the first indirect effect ($a_1b_1 = 0.030$) based on 10,000 bootstrap samples, was above zero [0.0080 to 0.0541]. On the other hand, for the second indirect effect ($a_2b_2 = 0.019$) based on 10,000 bootstrap samples, results were again entirely above zero [0.0051 to 0.0366]. The strong correlation between PC and rumination remained similar. Relevant regression coefficients were as shown in **Figure 3.3.3**.

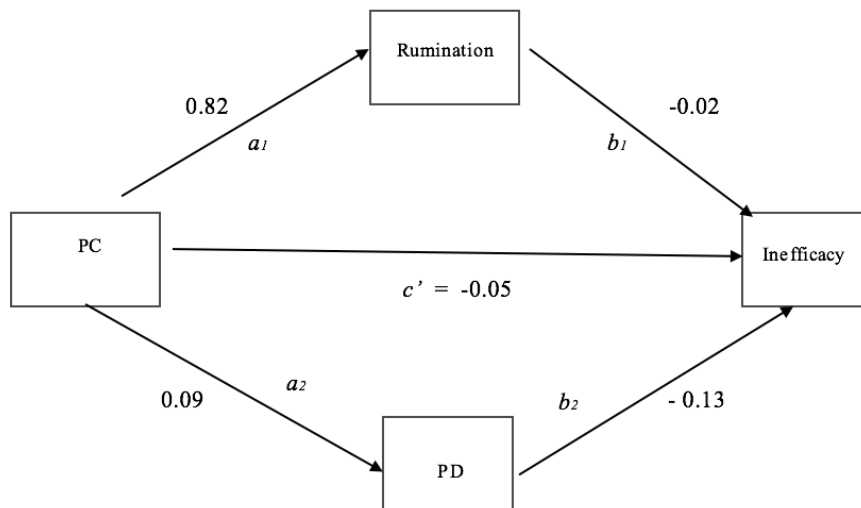


Figure.3.3.4. PROCESS macro v3.0, Model 4 standardized regression coefficients. Indirect effect of PC on Inefficacy through Rumination = $a_1 b_1$. Indirect effect of PC on Inefficacy through PD = $a_2 b_2$. Direct effect of PC on Inefficacy = c' . $N = 241$ due to the missing values. %95 CI level was used for all the confidence intervals in the output. Bootstrap confidence interval of all the significant analyses > 0 . PC = Perfectionistic Concerns. PD = Psychological Distress.

Inefficacy was also observed as dependent variable in the same relational model. The model was not significant, and relations were in the negative direction between inefficacy and the predictors: bootstrap CI for the total indirect effect ($a_1b_1 + a_2b_2 = 0.014$) based on 10,000 bootstrap samples was straddled zero [-0.0124 to 0.0422]. $F(239) = 7.43, R^2 = .08, p < .001$. See **Figure 3.3.4**.

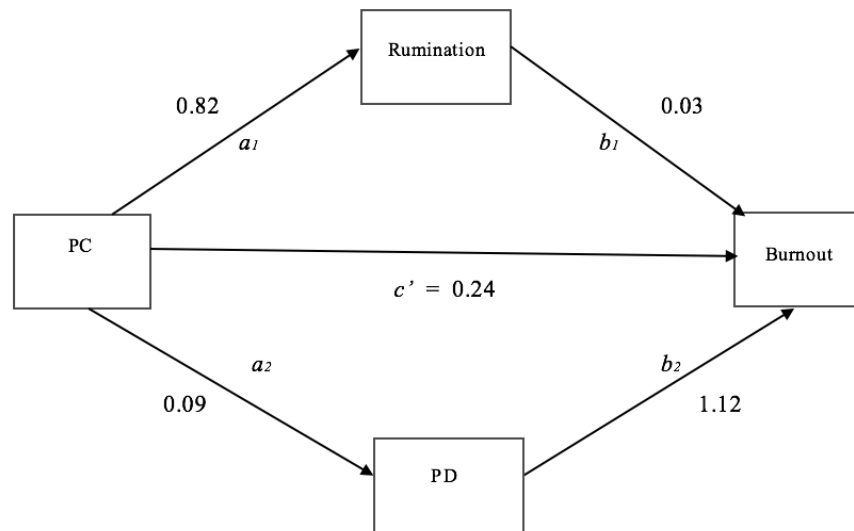


Figure.3.3.5. PROCESS macro v3.0, Model 4 standardized regression coefficients. Indirect effect of PC on Burnout through Rumination = $a_1 b_1$. Indirect effect of PC on Burnout through PD = $a_2 b_2$. Direct effect of PC on Burnout = c' . $N = 241$ due to the missing values. %95 CI level was used for all the confidence intervals in the output. Bootstrap confidence interval of all the significant analyses > 0 . PC = Perfectionistic Concerns. PD = Psychological Distress.

As for the last analysis by using job burnout as a dependent variable to see the whole picture, the result was also significant which was also another evidence of rumination and PD have the mediational roles between perfectionism and job burnout. A bias-corrected bootstrap confidence interval for the total indirect effect ($a_1b_1 + a_2b_2 = 0.132$) based on 10,000 bootstrap samples was entirely above zero

[0.0535 to 0.2075] which means that the parallel multiple mediation model is significant. In other words, the whole model revealed that perfectionistic concerns are vulnerability to job burnout via rumination and psychological distress. A bias-corrected bootstrap %95 confidence interval for the first indirect effect ($a_1b_1 = 0.027$) based on 10,000 bootstrap samples, was straddled zero [-0.0396 to 0.0926]. On the other hand, for the second indirect effect ($a_2b_2 = 0.104$) based on 10,000 bootstrap samples, results were again entirely above zero [0.0594 to 0.1560].

3.4. HYPOTHESIS 3

The results of the hierarchical regression analyses were as shown in **Table 3.4.**, **Table 3.5.**, and **Table 3.6.**, respectively. The first DV was EE -Table 3.4.-. In Model 2, when we added “age”, “level of education”, and “total working experience” variables, R^2 change was ($\Delta R^2 = .003$). Demographics were not the significant predictors of the dependent variable EE. Regarding the first step (Model 1), after adding our substantial variables (PC, PS, rumination, and PD) to the model, the R^2 value was ($R^2 = .437$), and F change significance was (.000) –statistically significant: $\Delta F(4, 219) = 42.58, p = 0.00$ - that means our key variables did significantly increase of the model’s predictive capacity at predicting one’s emotional exhaustion experience. In other words, Model 1 was statistically significant (Meyer et al., 2016). R^2 change percent for Model 1 was ($\Delta R^2 = .434$). So, when controlling for the “age”, “level of education”, “total working experience” variables, %43 of the variance in the dependent variable was explained by “PC”, “PS”, “rumination”, and “PD”. Overall, %44 of the variance in the dependent variable (EE) was explained by our predictor variables –by all the predictor variables including our control variables-. In sum, there are not any “significant” contributions of “age”, “level of education”, and “total working experience” to one’s tendency to experience emotional exhaustion compared to the contributions of PC, PS, PD and rumination to the same variable EE.

Table 3.4.

On the Dependent Variable “Emotional Exhaustion”, Hierarchical Regression Analysis between Age, Level of Education, Total Working Experience, PC, PS, PD, and Rumination.

Variable	<i>b</i>	SE <i>b</i>	β	<i>p</i>
Model 1				
PS	-0.02	0.05	-0.02	0.722
PC	0.11	0.03	0.22	0.002**
Rumination	0.02	0.02	0.63	0.322
PD	1.08	0.12	0.50	0.000**
<i>R</i>	0.659			
<i>R</i> ²	0.434			
ΔR^2	0.434			
Model 2				
Age	-0.04	0.05	-0.05	0.407
Level of Education	-0.15	0.63	-0.01	0.807
Total Working Experience	0.01	0.07	0.01	0.862
PS	-0.01	0.05	-0.01	0.750
PC	0.11	0.03	0.22	0.002**
Rumination	0.02	0.02	0.06	0.310
PD	1.06	0.12	0.49	0.000**
<i>R</i>	0.661			
<i>R</i> ₂	0.437			
ΔR^2	0.003			

Note: Sample size ranged from 219 to 223 due to missing data. *b* = Unstandardized Coefficient Beta. SE *b* = Standardized Coefficients Standard Error. β = Standardized Coefficients Beta. ΔR^2 = Change in R squared. PC = Perfectionistic Concerns. PS = Perfectionistic Strivings. PD = Psychological Distress. DV = emotional exhaustion. *p* < 0.01**.

A similar hierarchical regression analysis was conducted for the dependent variable “cynicism” with using the same predictors in the same order. The relevant results were as shown in **Table 3.5**. In Model 2, “age”, “level of education”, and “total working experience” variables were entered as the control variables. *R* score and *R*² score of the Model 2 were (.480), and (.023), respectively. With regards to Model 1, by adding PC, PS, rumination, and PD to the model *R*² value was (*R*² = .201), and *F* change significance was (.000) –statistically significant: $\Delta F(4, 218) = 13.92, p = 0.00$ -. Adding our key variables to the model –again- significantly increased of the model’s predictive capacity at predicting one’s tendency for experiencing “cynicism”. Model 1 was again statistically significant (Meyer et al., 2016). This result indicated that just %3 of the variability in cynicism has been accounted by these demographics. Demographics again were not the significant predictors of cynicism. In sum, %23 of the variance in the dependent variable (cynicism) was explained by our predictor variables –by all the predictor variables including our control variables-. However, contributions of the control variables were not significant compare to the contributions of PC, PS, rumination, and PD to the one’s cynicism.

Table 3.5.

On the Dependent Variable "Cynicism", Hierarchical Regression Analysis between Age, Level of Education, Total Working Experience, PC, PS, PD, and Rumination.

Variable	<i>b</i>	SE <i>b</i>	β	<i>p</i>
Model 1				
PS	-0.10	0.03	-0.20	0.768
PC	0.05	0.02	0.18	0.030
Rumination	0.03	0.01	0.19	0.013
PD	0.22	0.07	0.19	0.005**
<i>R</i>	0.449			
<i>R</i> ²	0.201			
ΔR^2	0.201			
Model 2				
Age	-0.09	0.03	-0.22	0.007**
Level of Education	0.06	0.39	0.01	0.867
Total Working Experience	0.11	0.04	0.20	0.013
PS	-0.07	0.03	-0.01	0.851
PC	0.05	0.02	0.18	0.030
Rumination	0.03	0.01	0.19	0.012
PD	0.21	0.07	0.18	0.006**
<i>R</i>	0.480			
<i>R</i> ₂	0.231			
ΔR^2	0.029			

Note: Sample size ranged from 218 to 222 due to missing data. *b* = Unstandardized Coefficient Beta. SE *b* = Standardized Coefficients Standard Error. β = Standardized Coefficients Beta. ΔR^2 = Change in R squared. PC = Perfectionistic Concerns. PS = Perfectionistic Strivings. PD = Psychological Distress. DV = cynicism. $p < 0.01$ **.

As for the last dimension of burnout, “inefficacy” was also observed by using the same hierarchical regression analysis. The results were as shown in Table 3.6. In the first step PS, PC, Rumination and PD were entered, respectively (Model 1). R value was (.525), and R^2 value was (.276). In the (Model 2) the same demographics were added to the model (“age”, “level of education”, and “total working experience”). R value and R^2 value of the Model 2 were (.539), and (.289), respectively. Demographics had not significant influence on one's inefficacy experience according to the results. When we looked at the R^2 value (.289) in Model 2, it was showing that %28 of the variance in the inefficacy was explained by all the predictor variables (“age”, “level of education”, “total working experience”, PC, PS, PD, and rumination). R^2 change value was increased significantly ($\Delta R^2 = .276$), so when controlling for the demographics, %27 of the variance in the inefficacy was explained by PC, PS, PD, and rumination. Model 1 was significant $-F(4, 222) = 21.114, p = 0.000-$. See also section 3.1.3 to have an idea regarding regression assumptions testing of this analysis. **Table 3.6.** shows the results in details.

Table 3.6.

On the Dependent Variable “Inefficacy”, Hierarchical Regression Analysis between Age, Level of Education, Total Working Experience, PC, PS, PD, and Rumination.

Variable	<i>b</i>	SE <i>b</i>	β	<i>p</i>
Model 1				
PS	-0.26	0.03	-0.47	0.000**
PC	0.15	0.02	0.49	0.000**
Rumination	-0.00	0.01	-0.01	0.819
PD	0.01	0.08	0.01	0.828
<i>R</i>	0.525			
<i>R</i> ²	0.276			
ΔR^2	0.276			
Model 2				
Age	-0.66	0.04	-0.16	0.061
Level of Education	0.39	0.47	0.06	0.926
Total Working Experience	0.08	0.05	0.14	0.068
PS	-0.26	0.04	-0.46	0.000**
PC	0.15	0.02	0.49	0.000**
Rumination	-0.03	0.01	-0.01	0.816
PD	0.01	0.09	0.01	0.867
<i>R</i>	0.538			
<i>R</i> ₂	0.289			
ΔR^2	0.014			

Note: Sample size ranged from 219 to 223 due to missing data. *b* = Unstandardized Coefficient Beta. SE *b* = Standardized Coefficients Standard Error. β = Standardized Coefficients Beta. ΔR^2 = Change in R squared. PC = Perfectionistic Concerns. PS = Perfectionistic Strivings. PD = Psychological Distress. DV = inefficacy. *p* < 0.01**.

CHAPTER 4 DISCUSSION

4.1. MULTIDIMENSIONAL PERFECTIONISM AS A PREDICTOR OF BURNOUT

The aim of the present study was to investigate the relationship between PC and job burnout by considering the mediational effects of rumination and PD, and it accomplished this goal, as well as it contributed to the perfectionism literature by providing further findings. Literature review regarding perfectionism revealed that perfectionism was a multidimensional construct by suggesting the positive (PS) and negative (PC) aspects of perfectionism.

With regards to the negative aspects, perfectionistic concerns emerged as a superordinate dimension (Stoeber & Otto, 2006), and it was in relation with negative psychological outcomes. Based on these facts, this study firstly accepted in advance that perfectionistic concerns were a vulnerability to burnout more than perfectionistic strivings, and hypotheses were built, accordingly.

Results provided further empirical support to the previous cognitive theories of perfectionism: (1) Perfectionism Cognition Theory (PCT) (Flett et al., 2016) that focuses on worry and rumination –as sorts of RNT- that can cause impairments on maladaptive perfectionists' wellbeing by exacerbating stress, and emotional distress, (2) Cognitive Vulnerability Stress-Interaction Model of Perfectionism which asserts the contribution of perfectionism on psychological distress, anxiety, and burnout by showing that perfectionism leads to psychological distress via cognitive distortions such as intrusive ideation (via rumination, worry and repetitive negative thoughts) based on the Beck's Cognitive Theory and diathesis-stress framework. The present findings supported both PCT and CVS-IM by providing the results showing that perfectionistic concerns is a vulnerability –compare to perfectionistic strivings- via rumination, and eventually –or inevitably- it leads to PD and burnout. In addition,

rumination and PD, both are the mediators of the relationship between PC and job burnout based on the sample occurred from Turkish white-collar workers.

Secondly, there was a dearth of literature available that addresses these four crucial variables together, and how they are related to each other. The uniqueness of this study is to include all of these crucial variables of the perfectionism literature by showing how they related to each other in a parallel multiple mediation model.

Findings revealed a couple of further important points in the relationship between multidimensional perfectionism and job burnout: (1) perfectionistic concerns were directly linking to burnout, (2) PD is highly correlated to burnout as well as perfectionistic concerns are correlated to rumination, (3) perfectionistic strivings were also negatively correlated to inefficacy and positively but weakly correlated to rumination, (4) A new model (Hayes, 2013) demonstrated that the relationship between perfectionistic concerns and cynicism was being mediated by rumination and psychological distress, (5) rumination was also a significant mediator in the relationship between perfectionistic concerns and cynicism, (6) based on the hierarchical regression analyses the relevant results also revealed that demographic factors and relevant influences –e.g., total working experience- were not effective on employees' emotional exhaustion, cynicism, and inefficacy experiences, (7) perfectionistic concerns are directly and indirectly linking to job burnout. Indirect links were via rumination and psychological distress, (8) employees with perfectionistic strivings does not necessarily experience burnout even if they have psychological distress or tendency for ruminative thinking style – Appendix K-.

4.2. RUMINATION AND PSYCHOLOGICAL DISTRESS AS MEDIATORS IN THE RELATIONSHIP BETWEEN PERFECTIONISM AND JOB BURNOUT

The previous literature emphasized the tendency of rumination in people with PC –those who have more PC or who are the pure PC- (Flett et al., 2016; Tolliver, 2016; Gaudreau & Thompson, 2010; Stoeber & Gaudreau, 2017). Correlation results also supported the previous literature asserting that rumination and perfectionism, especially perfectionistic concerns and rumination are strongly correlated to each other –for the current sample they had the second strongest correlation after PD and emotional exhaustion-. This finding is not only a contribution but also an additional indicator for the direction of future research in order to provide more empirical support for PCT. Psychological distress, on the other hand, was also found as significantly and positively correlated to perfectionistic concerns but not significantly correlated to perfectionistic strivings. Even though, the direction of their relation was not in the negative way (PS and PD), the linkage was not strong or significant. Apart from these, the relation between PD and EE had the strongest correlation, and this strong relation between them was linked to burnout, previously (Maslach et al., 2001; Leiter & Maslach, 2003; Mearns & Cain, 2003; Iacovides et al., 2003; Zou et al., 2016). The present study supported this linkage –between PD and burnout-, as well. However, there was again a lack of studies available using PD and rumination together as mediators on the way to burnout. Hierarchical regression and parallel multiple mediation analyses also revealed the fact that PD and rumination are significantly contributing to burnout separately as well as they are contributing together. Additionally, future research should also consider the correlation between PC and EE, since they had the third strongest correlation among others. When hypothesizing a mediational or a causal relation between multidimensional perfectionism, PD and burnout, these facts should be taken into consideration.

4.3. LIMITATIONS

Results revealed that people who have perfectionistic strivings does not necessarily experience burnout as much as those who have perfectionistic concerns via rumination and PD. However, since the present study is a multivariate cross-sectional design, GHQ-12 (assessing PD) is evaluating one's level of psychological morbidity and distress over the past few weeks. Therefore, the present results might have reflected the current state of the sample. To handle this limitation, a longitudinal design would be more helpful in observing whether the people with PC and PS are necessarily experiencing burnout via rumination and PD, eventually. Because, a longitudinal design can observe better the prolonged stress, and if there are any changes in the levels of perfectionism according to additional moderators.

Secondly, the present study focused on the negative aspects of perfectionism without mentioning the importance of perfectionistic strivings as a coping strategy to stress and burnout. The recent study of Gnilka and associates (2017) provided evidence for the importance of positive strivings in coping with stress and burnout (Gnilka et al., 2017).

On the other hand, when we examine closely the results derived from the current sample, compared to the previous research with the similar variables in the literature, it seems the results of the present study are congruent for the current sample with the previous study of Ozbilir et al. (2015) in which they compared Turkish employees to Canadian employees with regards to the relationship between employees' perfectionism styles and burnout. Compared to the Canadian sample they examined, the results of the Turkish sample were higher on the negative variables, but lower on the positive variables. Their explanations regarding these differences between samples should also be taken into consideration.

They highlighted: “it is possible that Turkish employees, living in a developing country where there are more roadblocks to success as compared to Canada, felt that they fell short of meeting their high standards. This possibility implies that internal vs. external attributions of success and failure may also have an impact on the relationship between discrepancy and outcomes” (Ozbilir et al., 2015, p. 272).

According to Hofstede’s research regarding cultural dimensions (2011), “uncertainty avoidance” (%85 for Turkish people) which indicates the level of stress in the society toward an unknown future, “individualism vs. collectivism” (%37 for Turkish people: Turkey has a collectivist culture) which is related to the integration of individuals into primary groups, and “long-term vs. short-term orientation” (Turkish people’s tendency for long-term orientation is %46 which means Turkish people are short-term oriented) which indicates the choice of focus for the efforts regarding future, present or the past (Hofstede, 2011; Hofstede, 2017). These three dimensions could be the indicators of Turkish people’s perfectionistic tendencies. For instance, living in a collectivist country may influence one to have the tendency for socially-prescribed and other-oriented perfectionism, having a short-term oriented culture and low level of uncertainty avoidance can trigger one’s fear for future because of the uncertainty which may lead one to have perfectionistic concerns since “the fears” are potentially related to perfectionism and “fear of failure” is a motivation for perfectionists (Flett et al., 2016; Hamachek, 1978). These cultural dimensions may also trigger “worry” which is strongly related to rumination (Flett et al., 2016).

Regardless of whether the cause is the reflection of the culture or not, companies should be aware that employees with perfectionistic concerns are vulnerable to stress and burnout more than others.

4.4. IMPLICATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

Findings revealed a couple of important points in the relationship between multidimensional perfectionism and burnout. Findings supported PCT in order to understand that rumination is highly correlated to perfectionistic concerns, and since they are together making the such a strong correlation –as in the PD and EE-, there is always a chance of occurring a suppression effect of them over the other substantive variables in multivariate research designs. So, future research should also consider these facts -regarding the strong correlations between PC and EE, PD and EE, and PC and rumination- when hypothesizing a mediational or a causal relation between multidimensional perfectionism, PD and burnout (Akinwande, Dikko & Samson, 2015; Zhao et al., 2010; Flett et al., 2016).

With regards to PC and PS as predictors, according to Hill and friends (2010), when examining relationships between perfectionism and other substantive variables, it is important to assess both dimensions of perfectionism –PS and PC- simultaneously, since their findings supported that PC is acting as a suppressor in the overall relationship between PS and positive life outcomes which they examined. And this fact was an indicator of perfectionism is a multidimensional construct (Hill, Huelsman & Araujo, 2010). Therefore, researchers should consider both dimensions – PC and PS- while they built causal or mediational hypotheses.

Future directions of the research also should be focus on the influence of positive strivings on burnout as well as they focus on perfectionistic concerns in order to produce concrete solutions regarding job burnout. In this way, cognitive therapies can be enhanced or used as interventions at work setting. Employees with high levels of PC may benefit from these interventions designed in order to reduce and manage their tendencies to worry about other's thoughts regarding their performance, and fear of failure (Hill et al., 2010). As in the study of Gnilka et al. (2017), cognitive restructuring was a significant mediator between perfectionistic strivings and job burnout (Gnilka et al., 2017).

Cognitive restructuring can be a moderator between the relationship of multidimensional perfectionism and burnout in an experimental design. Additionally, as it was mentioned in the limitations section, future research should consider using a longitudinal design and experimental manipulation in order to diagnose perfectionistic tendencies better. Nonetheless, HR professionals can identify peoples' perfectionistic tendencies by conducting relevant scales at the recruitment stage, and enhance coping training or treatment strategies, accordingly. Another point for the future direction of the research can be digging deeper the relationship between perfectionism and self-discrepancy theory to enhance an additional perfectionism theory which would be really valuable for the literature on perfectionism. With regards to the abovementioned linkage between the cultural dimensions of Hofstede (2011), and people's perfectionistic tendencies, this is another important point to dig in. Culture could be another influence on people's perfectionistic tendencies. Therefore, future research should contain cross-cultural comparisons in order to generalize the results to the entire human population.

Additionally, although the present study contained the literature to provide information regarding the reflections of burnout at work setting, it did not include tools –or scales- to observe the effects of these reflections. Future studies may include relevant observations, as well. Another recommendation for the future research is to examine the nature of perfectionism via interventions in a longitudinal design to see whether these tendencies are changeable toward some moderator factors or not.

CONCLUSION

The present research reports hierarchical regressions and parallel multiple mediation analyses based on the survey data from 245 white-collar employees from different sectors and professions. The results revealed that the relationship between perfectionistic concerns and job burnout, is being mediated by psychological distress and ruminative thought style in parallel paths. And, it is obtained from the current sample that demographics have no influence on one's burnout experience. These results also supported the previous literature asserting that perfectionistic concerns are vulnerability to burnout via ruminative style thoughts and exacerbated distress. Findings contributed to the previous literature by providing further empirical support for the cognitive models - Perfectionism Cognition Theory (PCT) (Flett et al., 2016) and Cognitive Vulnerability Stress-Interaction Model of Perfectionism (CVS-IM) (Tolliver, 2016)- regarding the relationship between multidimensional perfectionism, rumination, PD, and job burnout.

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APPENDICIES

Appendix A: Informed Consent Form

Bilgilendirilmiş Onam Formu

Merhaba Değerli Katılımcı;

Bu araştırma; İstanbul Bilgi Üniversitesi Örgütsel Psikoloji Yüksek Lisans öğrencisi Elvan Ünlü tarafından, yüksek lisans tez çalışması olarak, Yrd. Doç. Dr. Ümit Akırmak danışmanlığında, beyaz yaka çalışanların mükemmeliyetçilik eğilimlerinin, tükenmişlik ile olan ilişkisini incelemek amacıyla yürütülmektedir.

Katılımcıların beyaz yaka bir pozisyonda çalışıyor olmaları beklenmektedir.

Katılımcılardan ad, soyad ve iletişim bilgileri talep edilmemektedir. Anket sorularının doğru veyayanlış cevabı yoktur. Bu sebeple, ekrana sırasıyla gelecek olan anket sorularını, üzerinde çok fazla düşünmeden, size en yakın seçeneği işaretleyerek yanıtlamanız beklenmektedir. Anketten elde edilen veri tekil olarak kullanılmayacak, tüm katılımcılardan alınan cevaplar bir veri havuzunda bir araya getirilecek ve analizler bu toplam veri üzerinden yapılacaktır; elde edilen bulgular sadece bilimsel amaçla kullanılacaktır.

Araştırmada yer alan soruların katılımcılar üzerinde olumsuz etkilerinin olması beklenmemektedir. Çalışmaya katılımınız tamamen isteğe bağlıdır. Anketin cevaplanması ortalama 6 dk. sürmektedir. Anket ile ilgili bir rahatsızlık hissettiğinizde araştırmacı ile iletişime geçebilirsiniz (Elvan Ünlü- elvanunlu@gmail.com; elvan.unlu@bilgiedu.net). Ya da anket sırasında herhangi bir rahatsızlık hissederseniz, sebep bildirmeksizin cevaplandırmayı bırakabilirsiniz. Bu bilgilendirmeyi okuduktan sonra "ileri" butonuna tıkladığınızda ankete katılmayı ve verilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ettiğiniz varsayılacaktır.

Desteyiniz için teşekkür ederiz.

İleri butonuna tıklayarak ankete başlayabilirsiniz.

Saygılarımızla,

Appendix B: Demographic Questions

SOSYO-DEMOGRAFIK FORM

1. YASINIZ?
2. CİNSİYETİNİZ? : KADIN () ERKEK ()
3. MEDENİ DURUMUNUZ?: EVLİ() BEKAR() BOŞANMIŞ()
4. EĞİTİM DÜZEYİNİZ?: LİSE() ÜNİVERSİTE() YÜKSEK LİSANS() DOKTORA()
5. MESLEĞİNİZ?
6. SEKTÖRÜNÜZ?
7. BULUNDUĞUNUZ ŞİRKETTE KAÇ YILDIR GÖREV YAPIYOR SUNUZ?
8. ŞU ANKI İŞİNİZDEN AYRILMAYI HIÇ DÜŞÜNDÜNÜZ MÜ?

Appendix C: Almost Perfect Scale-Revised (Turkish Version)

APS-R

Aşağıdaki ifadeler kişilerin kendilerine, kendi performanslarına ve diğer insanlara yönelik tutumlarını ölçmeyi amaçlamaktadır. Lütfen ifadeleri aklınıza ilk gelen şekilde puanlayınız, üzerinde çok fazla düşünmeyiniz. Her bir ifadenin size ne kadar uyduğunu aşağıdaki ölçek üzerinde belirtiniz. Her soru için size en uygun rakamı işaretleyiniz. (Cevaplar "1": Hiç Katılmıyorum'dan, "7": Tamamen Katılıyorum'a doğru puanlanmaktadır.)

1) Hiç Katılmıyorum

2

3

4

5

6

7) Tamamen Katılıyorum

1. İşte veya okuldaki performansıyla ilgili standartlarım yüksektir.
2. Düzenli bir insanım.
3. Hedeflerime ulaşamadığım için kendimi çoğu zaman engellenmiş hissederim.
4. Derli toplu olmak benim için önemlidir.
5. Eğer kendinden çok fazla şey beklemezsen asla başarılı olamazsın.
6. Elimden gelenin en iyisi bana asla yeterince iyi gibi gelmez.
7. Bence herşey yerli yerine konmalıdır.
8. Kendimle ilgili yüksek beklentilerim var.
9. Yüksek standartlarıma nadiren ulaşıyorum.
10. Planlı ve disiplinli olmayı hep sevmişimdir.
11. Elimden gelenin en iyisini yapmak hiçbir zaman yeterli gelmez.
12. Kendime çok yüksek standartlar koyarım.
13. Başarılarım beni asla tatmin etmez.
14. Kendimden en iyisini beklerim.
15. Beklentilerimi karşılayamayacağıma ilişkin sık sık endişe yaşarım.
16. Performansım standartlarımı nadiren karşılar.
17. Elimden gelenin en iyisini yapmış olduğumu bildiğim zaman bile bundan doyum sağlamam.
18. Yaptığım herşeyde elimden gelenin en iyisini yapmaya çalışırım.
19. Sahip olduğum yüksek performans hedeflerine nadiren ulaşabilirim.
20. Performansımdan oldukça zor doyum sağlarım.
21. Yapmış olduğum şeyin yeterince iyi olduğunu oldukça zor hissederim.
22. Güçlü bir mükemmele ulaşma ihtiyacım var.
23. Bir işi bitirdikten sonra sıkça hayal kırıklığı yaşarım çünkü daha iyisini yapabileceğimi bilirim.

Appendix D: Maslach Burnout Inventory-General Survey (Turkish Version)

MBI-GS

Aşağıda 22 cümle ve her bir cümle yanında da cevaplarınızı işaretlemeniz için 0'dan 4'e kadar rakamlar verilmiştir. Her cümlede söylenen ifadeye ne kadar katıldığınızı ya da katılmadığınızı belirtmek için rakamlardan bir tanesini seçerek işaretleyiniz. Size verilen bazı cümlelerde "işim gereği karşılaştığım insanlar" ifadesi yer almaktadır. Siz de, bu ifade ile karşılaştığınızda, kendi işiniz dolayısıyla hizmet verdiğiniz, sorunlarıyla uğraştığınız ya da işi yürütmek için muhatap olduğunuz kişileri düşününüz. Bu soruları lütfen mümkün olabildiğince samimi bir şekilde cevaplamaya çalışınız.

- 0) Kesinlikle katılmıyorum
- 1) Katılmıyorum
- 2) Ne katılıyorum ne de katılmıyorum
- 3) Katılıyorum
- 4) Tamamen katılıyorum

1. İşimden soğuduğumu hissediyorum.
2. İş dönüşü kendimi ruhen tükenmiş hissediyorum.
3. Sabah kalktığımda birgün daha bu işi kaldıramayacağımı hissediyorum.
4. Bütün gün insanlarla uğraşmak benim için gerçekten çok yıpratıcı.
5. Yaptığım işten yıldığımı hissediyorum.
6. İşimin beni kısıtladığını düşünüyorum.
7. İşimde çok fazla çalıştığımı düşünüyorum.
8. Doğrudan doğruya insanlarla çalışmak bende çok fazla gerginlik yaratıyor.
9. Yolun sonuna geldiğimi hissediyorum.
10. İşimle ilgili karşılaştığım insanların ne hissettiğini hemen anlarım.
11. İşimle ilgili karşılaştığım insanların sorunlarına en uygun çözüm yollarını bulurum.
12. Yaptığım iş sayesinde insanların yaşamına olumlu katkıda bulunduğuma inanıyorum.
13. Birçok şeyi başarabilecek güçteyim.
14. İşimle ilgili karşılaştığım insanlarla aramda rahat bir ortam yaratırım.
15. İnsanlarla yakın bir çalışmadan sonra kendimi canlanmış hissederim.
16. İşimde karşılaştığım sorunları başarılı bir şekilde çözümlerim.
17. Bu işte kayda değer birçok başarı elde ettim.
18. İşimle ilgili karşılaştığım bazı kimselere sanki insan değilmiş gibi davrandığımı hissediyorum.
19. Bu işte çalışmaya başladığımdan beri insanlara karşı sertleştim.
20. Bu işin beni giderek katılaştırmasından korkuyorum.
21. İşimle ilgili karşılaştığım insanlara ne olduğu umrumda değil.
22. İşimle ilgili karşılaştığım insanların bazı problemlerini sanki ben yaratmışım gibi davrandıklarını hissediyorum.

Appendix E: Ruminative Thought Style Questionnaire (Turkish Version)

RTSQ

Aşağıdaki her bir madde için, ifadelerin sizi ne kadar tarif ettiğini 1 ve 7 arasında değerlendiriniz. Size uygun olan rakamı seçiniz. Puanlama 1 (Hiç) - 7 (Çok İyi) arasındadır.

1) Beni hiç tariflemiyor, 2, 3, 4, 5, 6, 7) Beni çok iyi tarifliyor

1. Zihnimin sürekli bazı şeyleri tekrar tekrar gözden geçirdiğini fark ederim.
2. Bir sorunun olduğunda bu durum uzun süre zihnimi kemirir.
3. Gün boyu bazı düşüncelerin tekrar tekrar zihnimde üşüştüğünü fark ederim.
4. Bazı şeyleri sürekli düşünmekten kendimi alamam.
5. Birileriyle karşılaşma öncesinde olabilecek bütün senaryoları ve konuşmaları zihnimde canlandırırım.
6. Önceden yaşadığım hoşuma giden olayları hayalimde tekrar canlandırmaya yatkınım.
7. Kendimi, gün içerisinde "Keşke yapsaydım" dediğim şeyleri hayal ederken bulurum.
8. Kötü geçtiğini düşündüğüm bir görüşme sonrasında, "keşke şöyle davransaydım" dediğim farklı senaryolar hayal ederim.
9. Karmaşık bir problemi çözmeye çalışırken çözüme ulaşmak yerine problemin başına döndüğümü fark ederim.
10. Yaklaşan önemli bir olay varsa, bu durumu o kadar çok düşünürüm ki sonunda sinirli ve mutsuz bir hale gelirim.
11. İstenmeyen düşünceleri zihnimden bir türlü atamam.
12. Bir problem hakkında saatlerce düşünsem de sorunu açıkça anlamak için biraz daha zamana ihtiyaç duyarım.
13. Hakkında ne kadar düşünürsem düşünüyem, bazı sorunlarla ilgili net bir çözüme ulaşmam benim için çok zordur.
14. Bazen bir şeyler hakkında saatlerce oturup düşündüğüm olur.
15. Bir meseleyi çözmeye çalışırken, zihnimde farklı noktalara dağılan uzun bir tartışma yaşar gibi olurum.
16. Oturup geçmişteki güzel olayları hatırlamak hoşuma gider.
17. Heyecan verici bir olayı beklerken, bu olay ile alakalı düşünceler, o anda yaptığım işi engeller.
18. Bazen, bir konuşma sırasında bile, alâkasız düşüncelerin zihnimde hücum ettiği olur.
19. Yakın zamanda önemli bir görüşme yapacaksam, zihnimde sürekli olarak bunu tekrar etme eğilimim vardır.
20. Önemli bir olay yaklaşıyorsa bununla ilgili düşünmekten kendimi alamam.

Appendix F: General Health Questionnaire-12 (Turkish Version)

GHQ-12

Son birkaç hafta içinde, genel olarak sağlığınızın nasıl olduğunu öğrenmek istiyoruz. Bütün soruları size en uygun cevabı işaretleyerek cevaplayın. Geçmişteki değil, yalnız son dönemdeki ve şu andaki şikayetlerinizi sorduğumuzu unutmayınız. Soruların hepsini cevaplamanız çok önemlidir. Son zamanlarda;

Hayır, hiç
Her zamanki kadar
Her zamankinden sık
Çok sık

1. Endişeleriniz nedeniyle uykusuzluk çekiyor musunuz?
2. Kendinizi sürekli zor altında hissediyor musunuz?
3. Karar vermekte güçlük çekiyor musunuz?
4. Zorlukları halledemeyecek gibi hissediyor musunuz?
5. Kendinizi keyifsiz ve durgun hissediyor musunuz?
6. Kendinize güveninizi kaybediyor musunuz?
7. Kendinizi değersiz biri olarak görüyor musunuz?

Her zamankinden fazla
Her zamanki kadar
Her zamankinden az
Her zamankinden çok daha az

1. Yaptığınız işe dikkatinizi verebiliyor musunuz?
2. İşe yaradığınızı düşünüyor musunuz?
3. Sorunlarınızla uğraşabiliyor musunuz?
4. Değişik yönlerden baktığınızda kendinizi mutlu hissediyor musunuz?
5. Günlük işlerinizden zevk alabiliyor musunuz?

Appendix G: Almost Perfect Scale-Revised (English Version)

Almost Perfect Scale-Revised Items

Instructions

The following items are designed to measure attitudes people have toward themselves, their performance, and toward others. There are no right or wrong answers.

Please respond to all of the items. Use your first impression and do not spend too much

time on individual items in responding.

Respond to each of the items using the scale below to describe your degree of agreement with each item. Fill in the appropriate number circle on the computer answer

sheet that is provided.

1) Strongly Disagree 2) Disagree 3) Slightly Disagree 4) Neutral 5) Slightly Agree
6) Agree 7) Strongly Agree

1. I have high standards for my performance at work or at school.
2. I am an orderly person.
3. I often feel frustrated because I can't meet my goals.
4. Neatness is important to me.
5. If you don't expect much out of yourself, you will never succeed.
6. My best just never seems to be good enough for me.
7. I think things should be put away in their place
8. I have high expectations for myself.
9. I rarely live up to my high standards.
10. I like to always be organized and disciplined.
11. Doing my best never seems to be enough.
12. I set very high standards for myself.
13. I am never satisfied with my accomplishments.
14. I expect the best from myself.
15. I often worry about not measuring up to my own expectations.
16. My performance rarely measures up to my standards.
17. I am not satisfied even when I know I have done my best.
18. I try to do my best at everything I do.
19. I am seldom able to meet my own high standards of performance.
20. I am hardly ever satisfied with my performance.
21. I hardly ever feel that what I've done is good enough.
22. I have a strong need to strive for excellence.
23. I often feel disappointment after completing a task because I know I could have done better. (Slaney, Mobley, Trippi, Ashby, & Johnson, 1996)

Appendix H: Ruminative Thought Style Questionnaire (English Version)

Ruminative Thought Style Questionnaire (RTSQ) Items

- I find that my mind goes over things again and again (R1)
- When I have a problem, it will gnaw on my mind for a long time (R2)
- I find that some thoughts come to my mind over and over throughout the day (R3)
- I can't stop thinking about some things (R4)
- When I am expecting to meet someone, I will imagine every possible scenario and conversation (R5)
- I tend to replay past events as I would have liked them to happen (R6)
- I find myself daydreaming about things I wish I had done (R7)
- When I feel I have had a bad interaction with someone, I tend to imagine various scenarios where I would have acted differently (R8)
- When trying to solve a complicated problem, I find that I just keep coming back to the beginning without ever finding a solution (R9)
- If there is an important event coming up, I think about it so much that I work myself up (R10)
- I have never been able to distract myself from unwanted thoughts (R11)
- Even if I think about a problem for hours, I still have a hard time coming to a clear understanding (R12)
- It is very difficult for me to come to a clear conclusion about some problems, no matter how much I think about it (R13)
- Sometimes I realise I have been sitting and thinking about something for hours (R14)
- When I am trying to work out a problem, it is like I have a long debate in my mind where I keep going over different points (R15)
- I like to sit and think about pleasant events from the past (R16)
- When I am looking forward to an exciting event, thoughts of it interfere with what I am working on (R17)
- Sometimes even during a conversation, I find unrelated thoughts popping into my head (R18)
- When I have an important conversation coming up, I tend to go over it in my mind again and again (R19)
- If I have an important event coming up, I can't stop thinking about it (R20)
-

Appendix I: Maslach Burnout Inventory-General Survey (English Version)

Maslach Burnout Inventory-General Survey (MBI-GS) Items

110111

1. I feel emotionally drained from my work.
 2. I feel used up at the end of the workday.
 3. I feel fatigued when I get up in the morning and have to face another day on the job.
 4. I can easily understand how my recipients feel about things.
 5. I feel I treat some recipients as if they were impersonal objects.
 6. Working with people all day is really a strain for me.
 7. I deal very effectively with the problems of my recipients.
 8. I feel burned out from my work.
 9. I feel I'm positively influencing other people's lives through my work.
 10. I've become more callous toward people since I took this job.
 11. I worry that this job is hardening me emotionally.
 12. I feel very energetic.
 13. I feel frustrated by my job.
 14. I feel I'm working too hard on my job.
 15. I don't really care what happens to some recipients.
 16. Working with people directly puts too much stress on me.
 17. I can easily create a relaxed atmosphere with my recipients.
 18. I feel exhilarated after working closely with my recipients.
 19. I have accomplished many worthwhile things in this job.
 20. I feel like I'm at the end of my rope.
 21. In my work, I deal with emotional problems very calmly.
 22. I feel recipients blame me for some of their problems.
-

Appendix J: General Health Questionnaire-12 (English Version)

General Health Survey- 12 Items (GHQ-12)

How have you been feeling, in general, over the past few weeks?

Have you recently?

	A	B	C	D
1. Been able to concentrate on what you're doing?	Better than usual	Same as usual	Less than usual	Much less than usual
2. Lost much sleep over worry?	Not at all	No more than usual	Rather more than usual	Much more than usual
3. Felt you were playing a useful part in things?	More so than usual	Same as usual	Less useful than usual	Much less useful
4. Felt capable of making decisions about things?	More so than usual	Same as usual	Less than usual	Much less capable
5. Felt constantly under strain?	Not at all	No more than usual	Rather more than usual	Much more than usual
6. Felt you couldn't overcome your difficulties?	Not at all	No more than usual	Rather more than usual	Much more than usual
7. Been able to enjoy your normal day-to-day activities?	More so than usual	Same as usual	Less than usual	Much less than usual
8. Been able to face up to your problems?	More so than usual	Same as usual	Less than usual	Much less able
9. Been feeling unhappy and depressed?	Not at all	No more than usual	Rather more than usual	Much more than usual
10. Been losing confidence in yourself?	Not at all	No more than usual	Rather more than usual	Much more than usual
11. Been thinking of yourself as a worthless person?	Not at all	No more than usual	Rather more than usual	Much more than usual
12. Been feeling reasonably happy, all things considered?	More so than usual	About same as usual	Less than usual	Much less than usual

Appendix K: Parallel Multiple Mediation Analysis PROCESS Macro v3. Output Regarding Hypothesis 2 by Using Perfectionistic Strivings (PS) as Independent Variable

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
 Y : Burn
 X : Stand
 M1 : R_Tot
 M2 : PD_Tot

Sample
 Size: 241

OUTCOME VARIABLE:
 R_Tot

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.1287	.0166	475.4620	4.0228	1.0000	239.0000	.0460

Model							
	coeff	se	t	p	LLCI	ULCI	
constant	75.7871	6.5922	11.4964	.0000	62.8008	88.7734	
Stand	.3595	.1792	2.0057	.0460	.0064	.7126	

Covariance matrix of regression parameter estimates:

	constant	Stand
constant	43.4575	-1.1545
Stand	-1.1545	.0321

OUTCOME VARIABLE:
 PD_Tot

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.0281	.0008	12.5463	.1882	1.0000	239.0000	.6648

Model	coeff	se	t	p	LLCI	ULCI
constant	2.4797	1.0709	2.3156	.0214	.3702	4.5892
Stand	.0126	.0291	.4338	.6648	-.0447	.0700

Covariance matrix of regression parameter estimates:

	constant	Stand
constant	1.1467	-.0305
Stand	-.0305	.0008

OUTCOME VARIABLE:

Burn

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.4997	.2497	91.0430	26.2907	3.0000	237.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	49.0003	3.6277	13.5071	.0000	41.8536	56.1471
Stand	.2457	.0791	3.1051	.0021	.0898	.4016
R_Tot	.0574	.0310	1.8494	.0657	-.0037	.1185
PD_Tot	1.2336	.1909	6.4616	.0000	.8575	1.6098

Covariance matrix of regression parameter estimates:

	constant	Stand	R_Tot	PD_Tot
constant	13.1605	-.1982	-.0669	.0930
Stand	-.1982	.0063	-.0003	.0004
R_Tot	-.0669	-.0003	.0010	-.0024
PD_Tot	.0930	.0004	-.0024	.0365

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

Burn

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.2022	.0409	115.4061	10.1892	1.0000	239.0000	.0016

Model

	coeff	se	t	p	LLCI	ULCI
constant	56.4062	3.2478	17.3675	.0000	50.0082	62.8042
Stand	.2819	.0883	3.1920	.0016	.1079	.4558

Covariance matrix of regression parameter estimates:

	constant	Stand
constant	10.5482	-.2802
Stand	-.2802	.0078

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2819	.0883	3.1920	.0016	.1079	.4558

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2457	.0791	3.1051	.0021	.0898	.4016

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	.0362	.0484	-.0540	.1360
R_Tot	.0206	.0170	-.0049	.0610
PD_Tot	.0156	.0412	-.0602	.1017

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

10000

----- END MATRIX -----

Appendix L: Ethical Committee Approval Form

ETİK KURUL DEĞERLENDİRME SONUCU/RESULT OF EVALUATION BY THE ETHICS COMMITTEE

(Bu bölüm İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurul tarafından doldurulacaktır /This section to be completed by the Committee on Ethics in research on Humans)

Başvuru Sahibi / Applicant: Elvan Ünlü

Proje Başlığı / Project Title: The Relationship Between Perfectionism Styles and Job Burnout: Perseverative (Repetitive) Thinking and Psychological Distress as the Mediators

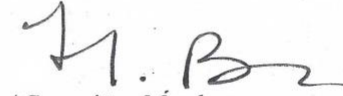
Proje No. / Project Number: 2018-20024-65

1.	Herhangi bir değişikliğe gerek yoktur / There is no need for revision	XX
2.	Ret/ Application Rejected Reddin gerekçesi / Reason for Rejection	

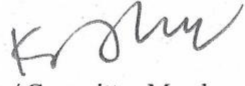
Değerlendirme Tarihi / Date of Evaluation: 5 Haziran 2018


Kurul Başkanı / Committee Chair

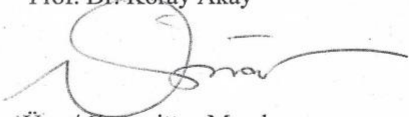
Doç. Dr. İtir Erhart


Üye / Committee Member

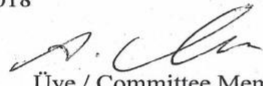
Prof. Dr. Hale Bolak


Üye / Committee Member

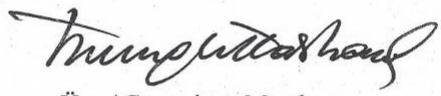
Prof. Dr. Keray Akay


Üye / Committee Member


Prof. Dr. Ayhan Özgür Toy


Üye / Committee Member

Prof. Dr. Aslı Tunç


Üye / Committee Member

Prof. Dr. Turgut Tarhanlı


Üye / Committee Member

Prof. Dr. Ali Demirci