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Table of Content

INTRODUCTION	1
Perfectionism – a millennial trend on the rise	3
Perfectionistic strivings versus perfectionistic concerns	5
How perfectionism impacts work and job-related outcomes.....	7
Integrating perfectionism into the job-demand-person model.....	9
<i>High Perfectionism, Low Job Autonomy</i>	10
<i>High Perfectionism, High Job Autonomy</i>	11
<i>Low Perfectionism, Low Job Autonomy</i>	13
<i>Low Perfectionism, High Job Autonomy</i>	13
Hypotheses	14
METHODOLOGY	16
Participants and Procedure.....	16
Measures	17
Data Analyses.....	18
RESULTS	20
DISCUSSION.....	30
Practical implications	36
Limitations and suggestions for future research	37
REFERENCES	39
APPENDIX.....	50
List of Tables.....	50
List of Figures	50
Abstract.....	51

INTRODUCTION

Being just good is not good enough anymore, nothing else than flawless-ness is what we expect of ourselves. Striving for flawlessness, setting extremely high standards for oneself and a highly judgemental evaluation of one's own behaviour and performances are key aspects of perfectionism (Frost, Marten, Lahart, & Rosenblate, 1990; Hewitt & Flett, 1993). Perfectionism is a well-studied personality trait and researchers studying perfectionism pointed out its consequences on wellbeing, life satisfaction and other health related aspects (for an overview see: F. M. Sirois, 2016). Important research results have been implemented to clinical practice already. In the more recent past researchers also have brought to our attention the consequences of perfectionism on job-related outcomes such as work satisfaction, work engagement, motivation, job burnout, workaholism and working hours, however only few practical implications have been suggested so far (for an overview see Harari, Steed, Swider, & Breidenthal, 2018). There has been reported an increase of perfectionistic personalities among millennials, describing those born between 1981 and 2000 also referred to as "Generation Y" or "Generation Me", in comparison with Generation X, those born between 1965 and 1980, and the Baby Boomer generation, those born between 1946-1964, have brought fresh impetus to the topic (Borges, Manuel, Elam, & Jones, 2006; Curran & Hill, 2019; Howe & Strauss, 2000). Due to the on-going large-scale retirements within the Baby Boomer Generation and more millennials entering the labour market and acquiring leadership positions, occupational psychologists' and human resource managers' interest on the consequences of perfectionistic behaviour and characteristics on occupational outcomes has aroused even more.

Besides perfectionism, millennials also differ from previous generations regarding their work values. According to some researchers millennials prefer or demand work-life balance (Carless & Wintle, 2007; Gursoy, Maier, & Chi, 2008; Smith, 2010; Wey Smola & Sutton, 2002) and working in teams (Alsop, 2008; Howe & Strauss, 2000; Pinzaru et al., 2016). In addition they ask for regular feedback from supervisors, who they wish to have close relationships with (Alsop, 2008). Millennials also prefer open communication styles meaning that they expect their supervisors to share strategic information, that is usually only shared

among senior management members (Gursoy et al., 2008; Martin, 2005). Further study results indicate that younger generations value enriched jobs with high levels of job autonomy more than previous generations (e.g. Hansen & Leuty, 2012; Myers & Sadaghiani, 2010). Paradoxically, according to some scientists, younger generations report a high preference for clear structures and rules (Borges et al., 2006; Howe & Strauss, 2000; Ondeck, 2002). Wegman et al. (2018) provide an explanation for those contradictory work values. They anticipate job designs did not change as reaction to shifts in job value. On the contrary, they argue that modern workers have simply adapted their work values and demand more autonomy and flexibility in order to successfully meet the challenges modern work brings along to avoid work-family conflicts. This explanation also fits with study results from Twenge and colleagues (2010), indicating that millennials value enriched work as well as interdependent work less than previous generations. Recent study results confirm an on-going blurring of (work) structures leading to increases in job autonomy and flexibility (Voß, 1998; Wegman et al., 2018). Traditionally, an increase in job autonomy is seen as beneficial for employees, for instance Karasek's (1979) demand-control-model (DCM) postulates that job strain is likely to occur when employees face high job demands while lacking of job control (high strain jobs). Further, job control (autonomy) acts as moderator in the relationship between job demands such as time pressure and therefore an increase in autonomy helps to prevent employees from developing strain and burnout. While there is a large body of literature providing evidence for the main effects of job control, findings on the moderating effect of job control have been controversial (de Lange, Taris, Kompier, Houtman, & Bongers, 2003). Demerouti, Bakker, Nachreiner & Schaufeli (2001) define autonomy as resource within their Job-Demand-Resources model (JD-R model), that allows employees to prevent themselves from exhaustion due to high job demands such as time pressure and enables personal growth, motivation and engagement, thereby also promoting the beneficial character of job autonomy. However, more recently postulated models have drawn attention to the downside of high levels of job control concomitant with negative consequences for wellbeing, health and occupational outcomes (Kubicek, Korunka, & Tement, 2014; P. Warr, 2013; P. B. Warr, 1990).

Also some authors investigated whether positional characteristics may interfere with the assumptions of the demand-control model, Meier, Semmer, Ei-

fring and Jacobshagen (2008) for instance showed, that the only individuals with internal but not with external locus of control benefitted by high job autonomy. Support has been found for an expanded demand-control model including emotional stability as additional moderator besides job autonomy in the stressor-strain relationship postulating that the DCM assumptions only hold among individuals low in neuroticism (Rubino, Perry, Milam, Spitzmueller, & Zapf, 2012; Tai & Liu, 2007). Additionally, Bakker and colleagues pointed out the important role of personality traits (Bakker et al., 2010). Their study results revealed indirect effects of neuroticism on health impairment due to negative workplace perceptions as well as indirect effects of extraversion on wellbeing explained by a generally more positive workplace perception. As mentioned above, perfectionism has similar negative effects on wellbeing and job-related outcomes as neuroticism, however possible indirect effects of perfectionism on the stressor-strain relation have not been investigated so far. Increases in perfectionism as well as changes in job designs leading to more autonomous work are two major trends that occurred or intensified with millennials entering the market labour, which make it even more important to finally address them and investigate their consequences in the workplace. The current study aims to add to existing literature by revealing generational differences regarding perfectionism and by shedding light on possible interactions between increasing perfectionism and the expansion of job autonomy including possible effects on job-related outcomes of those two millennial trends interacting.

Perfectionism – a millennial trend on the rise

According to most theories and models on perfectionism, high expectations and standards concerning one's performance as well as a critical view of one's achievements are commonly shared behavioural tendencies among perfectionists (Frost et al., 1990). According to the multidimensional model of perfectionism developed by Frost and colleagues (MPS-F; 1990) besides the desire of flawlessness, perfectionists tend to be continuously concerned over making any mistakes, have doubts about their actions and prefer matters and things being well organized and in order, with perceived high parental expectations and critical parental judgment resulting in feeling pressured as theoretical explanations for developing the before mentioned behavioural dimensions of perfectionism. Hewitt

and Flett (1993) also proposed a multidimensional model of perfectionism (HF MPS), however they primarily focus on the direction of a person's perfectionistic strivings and expectations, that can either be directed towards oneself (self-oriented perfectionism), towards others (other-oriented perfectionism) or perceived as directed towards oneself from others (socially-prescribed perfectionism). High standards and expectations towards the self, combined with self-worth-threatening tendencies, whenever the high standards cannot be met, are key aspects of both models.

Most models and theories on the development of perfectionism share the assumption, that forces from outside the self (e.g., parental pressure/ criticism – MPS-F; socially-prescribed perfectionism – MPS) can impose pressure by being perceived as demanding and judging, which might be the reason for developing perfectionist tendencies in the first place or sustain them by internalising other's expectations into the self. Hewitt, Flett and Mikail (2017) emphasize the important role of early interactions with significant attachment figures such as parents, siblings or significant peers, in the process of developing perfectionism. According to their "perfectionism social disconnection model" an inadequate fit between a child's needs and its caregivers' reactions leads to an insecure attachment style and a lack of self-worth, as the child perceives its social environment critical and withering. Acting flawless and accomplishing high performances are attempts to compensate the lack of self-worth, by earning admiration and approval of others or themselves when they actually succeed in living up to those high standards. Unfortunately, perfectionists who set high standards on themselves, do not feel satisfied and proud after successfully reaching their goals and often end up in setting even higher standards for future work assignments instead of experiencing a boost to their self-worth (Frost et al., 1990; Hewitt & Flett, 1993). The results of a meta-analysis by Curran and Hill (2019) indicate, that current cultural changes such as the on-going shift from collectivism to individualism due to the emergence of neoliberalism as well as altered parenting styles lead to an even more judgemental perception of one's social environment, thus resulting in an increase of perfectionism over time. The authors state study results from Twenge (2000, 2001; Twenge et al., 2010) indicating higher levels of narcissism, extraversion, and self-confidence among millennials College students compared to college students in previous generations, as indicators for a cultural change

towards a competitive individualism. In addition, the constant exposure to other's achievements and self-presentations via Social Media, which tend to be positive-biased (Qiu, Lin, Leung, & Tov, 2012), foster the development of a critical self-perception (Grabe, Ward, & Hyde, 2008).

Curran and Hill (2019) also mention changes in parenting styles as reasons for increases of perfectionism among millennials. Parents nowadays feel pressured to raise extraordinary and successful children and they constantly feel concerned about not succeeding in raising high-performing children – a phenomena called child-contingent self-esteem (Soenens, Wuyts, Vansteenkiste, Mageau, & Brenning, 2015). In order to meet the expectations parents feel confronted with, they develop a highly controlling and very attached parenting style – also called helicopter parenting, which their children perceive as critical environment. Helicopter parenting is associated with perfectionistic discrepancy – a self-critical performance evaluations as defined by the Almost-Perfect Scale Revised (APS-R; Slaney, Rice, Mobley, Trippi, & Ashby, 2001), children using ineffective coping styles, performance avoidance goals as well as mastery avoidance goals (Odenweller, Booth-Butterfield, & Weber, 2014; Schiffrin & Liss, 2017; Schiffrin et al., 2014). All these socio-demographical developments foster increases in perfectionism among younger generations such as the millennials. At least, since millennials have been entering labour market and acquiring senior positions perfectionism and its consequences on work and job-related outcomes should be of human resource manager's and occupational psychologist's interest.

Perfectionistic strivings versus perfectionistic concerns

Although support was found for Frost's MPS (Frost et al., 1990) and the HF MPS (Hewitt & Flett, 1993), findings of subsequent factor analytic studies support the previously proposed theory by Hamachek (1978) of a higher-order structure with two dimensions of perfectionism. Other than early research on perfectionism implied, perfectionism imposes negative as well as positive aspects and researchers came up with different labels for these two dimensions such as adaptive versus maladaptive perfectionism (Rice, Ashby, & Slaney, 1998), healthy versus unhealthy perfectionism (Stumpf & Parker, 2000), personal standards versus evaluative concerns perfectionism (Blankstein & Dunkley, 2002), conscientious versus self-evaluative perfectionism (Hill et al., 2004) and

failure-avoiding versus excellence-seeking perfectionism (Curran & Hill, 2019). Stoeber & Otto (2006) give a detailed review over the literature and the different definitions and dimensions of perfectionism over time and by combining common facets of previous findings they came up with two new labels for the dimensions, that are *perfectionistic strivings* and *perfectionistic concerns*. While the former one refers to more positive aspects of perfectionism including strivings for perfection and setting high performance standards, the latter one refers to the negative aspects including worrying about mistakes and one's actions as well as fearing a negative evaluation and criticism.

Differentiating those two dimensions enables the distinction between three groups, that are healthy perfectionists – reporting high levels of perfectionistic strivings but low levels of perfectionistic concerns, unhealthy perfectionists – reporting high levels in both dimensions and non-perfectionists – reporting low levels of perfectionistic strivings (Ashby & Gnilka, 2017; Suh, Gnilka, & Rice, 2017). In terms of measurements perfectionistic concerns are composed of MPS-F Concerns over Mistakes, Doubts about Actions and Parental Criticism as well as HF MPS Socially-prescribed perfectionism and perfectionistic strivings are defined by MPS-F Personal standards and Organization, as well as HF MPS Self-oriented perfectionism (Cox, Enns, & Clara, 2002; Stoeber & Otto, 2006).

Usually, individuals who report high perfectionistic strivings also report high levels of perfectionistic concerns, this is why the two dimensions tend to positively correlate with each other (Stoeber & Otto, 2006). Nonetheless the two dimensions of perfectionism are associated with different personality traits, behavioural, attitudinal and motivational constructs as well as psychopathological factors. Studies showed associations of perfectionistic concerns with mainly negative factors, especially when the overlap between those dimensions is controlled for, such as lower levels of self-esteem (Ashby & Rice, 2002), higher levels of depression and anxiety (Ashby, Noble, & Gnilka, 2012), negative affects (Dunkley, Zuroff, & Blankstein, 2003) as well as neuroticism (Harari et al., 2018) compared to non-perfectionists and healthy perfectionists. In addition, perfectionistic concerns are associated with ineffective coping methods such as avoidance (O'Connor & O'Connor, 2003) and emotion-based coping (Ashby & Gnilka, 2017; Rice & Lapsley, 2001) rather than solely effective coping mechanisms such as task-oriented and problem-focused coping, leading to higher levels of perceived

stress and a general vulnerability towards stress (Ashby & Gnilka, 2017). This means that perfectionists with high perfectionistic concerns are unable to address stressors adequately thus increasing “the severity and duration of stress, leading to a greater susceptibility to experience additional stressors” (Dunkley, Sodomon-Krakus, & Moroz, 2016 p.160). In contrast, perfectionistic strivings are associated with lower levels of depression (Rice et al., 1998), lower levels of anxiety and stress (Corry et al., 2013) and more effective coping mechanisms (active coping, planning, task-oriented) leading to lower levels of perceived stress compared to individuals with perfectionistic concerns and even non-perfectionists (Ashby & Gnilka, 2017; Dunkley, Mandel, & Ma, 2014).

As there tends to be an overlap between two dimensions of perfectionism and the associations of perfectionistic concerns are usually stronger than those of perfectionistic strivings, perfectionistic strivings’ association with rather positive variables is often suppressed by the negative ones of perfectionistic concerns (Stoeber & Damian, 2016; Stoeber, Kobori, & Brown, 2014). Therefore it is important not only to do analysis with an overall perfectionism variable (adding up the scores of both perfectionism dimensions), but to analyze effects of perfectionism for each dimension separately and to statistically control for the overlap with perfectionistic concerns when analyzing positive associations of perfectionistic strivings.

How perfectionism impacts work and job-related outcomes

Work is the area of life most effected by perfectionism (Slaney & Ashby, 1996) as most employees experience some kind of performance-based evaluation. Perfectionism has positive as well as negative impacts on work and job-related outcomes for both the employee and the employer. On the one hand, healthy perfectionists more effectively avoid work-family conflicts due to higher levels of self-efficacy and self-esteem compared to unhealthy perfectionists and even non-perfectionists (Deuling & Burns, 2017). In addition, individuals striving for perfectionism are conscientious and organized (Dunkley, Blankstein, & Berg, 2012), highly motivated and they are willing to make efforts (Slade & Owens, 1998; Stoeber, Davis, & Townley, 2013). In their meta-analysis on perfectionism in the workplace Harari and colleagues (Harari et al., 2018) report medium-sized relationships between perfectionistic strivings and engagement as well as a posi-

tive relationship between perfectionistic strivings and motivation. Work engagement is characterized by vigour – a high level of energy, dedication – a high level of motivation and enthusiasm, and absorption – a high level of concentration and experiencing flow (Schaufeli & Bakker, 2004). Their high personal standards motivates individuals with high perfectionistic strivings to engage themselves and the inflexibility regarding those standards drives them to invest lots of energy without losing focus leading to high absorption of their work.

Regarding motivation, perfectionistic strivings are also associated with higher levels of autonomous goal motivation compared to perfectionistic concerns (Moore et al., 2018). The meta-analysis also revealed positive relations between both forms of perfectionism and working hours as well as workaholism, as besides effort, perfectionists are expected to invest more time on their work-related duties in order to meet their high standards or to avoid failure. However, the relationship between perfectionistic concerns and workaholism – defined as an excessive inner drive to work and think about work even when not working (McMillan, O'Driscoll, & Burke, 2005) – was stronger than the relationship between perfectionistic strivings and workaholism.

On the other hand, perfectionism and especially perfectionistic concerns have major negative impacts on job-related outcomes. For instance, individuals with perfectionistic concerns have lower levels of ambiguity tolerance negatively impacting work-satisfaction (Childs & Stoeber, 2010; Fairlie, 2003; Wittenberg & Norcross, 2001) and they tend to ruminate about work thus experiencing more work-family conflicts (Deuling & Burns, 2017). In general, perfectionistic concerns are associated with low levels of job satisfaction (Fairlie, 2003; Flett, Hewitt, & Hallett, 1995; Wittenberg & Norcross, 2001) and low levels of productivity and efficiency (Sherry, Hewitt, Sherry, Flett, & Graham, 2010; Stoeber & Eysenck, 2008). Also perfectionistic concerns are associated with higher levels of strain and burnout at work (Harari et al., 2018; Ozbilir, Day, & Catano, 2015). However findings of a meta-analysis by Harari et al. (2018) also revealed a positive overall relationship between perfectionism and burnout, although the relationship was less strong when the overlap between perfectionistic concerns and perfectionistic strivings was controlled for. Overall Harari et al (2018) conclude, that the benefits of perfectionism (motivation, engagement) are likely to be diminished by its detriments (well-being). Especially since time and energy resources are not limitless

in modern working worlds with on-going work intensification (Korunka & Kubicek, 2013), it is likely that at some point ceiling effects regarding work engagement and working hours, that are held high in order to fulfil high personal standards, are likely to occur thus encouraging the development of strain and burnout.

Integrating perfectionism into the job-demand-person model

Following the theoretical implications of the Demand-control model, most jobs in western industrialized areas underwent changes towards more enrichment and autonomy in the last decade, thus requiring high levels of self-organization and other self-management skills that were originally rather required in self-employment positions than in employment (Wegman et al., 2018). These changes in job designs require workers to act as *labor power entrepreneurs*, as Voß (1998; Voß & Pongratz, 1998) labelled the new form of self-organized employees, handling the increased demands that come along with the current blurring of work structures concomitant with increases in autonomy and flexibility (Voß, 1998; Wegman et al., 2018). More recent studies however provide support for Warr's (2013; 1990) Vitamin model, postulating a curvilinear rather than a linear relationship between job autonomy and well-being, job satisfaction as well as work engagement (Kubicek et al., 2014; P. Warr, 2013), indicating that increases in autonomy do not always lead to increases in wellbeing by preventing demands from producing strain. Instead, very high levels of job autonomy and flexibility also lead to higher levels of strain as more planning and organization is required (Korunka & Kubicek, 2013) thus resulting in longer working hours (Brannen, 2005). In other words, "the more autonomy employees have, the harder they work, the more hours they devote, and the more organizations control their lives", a phenomena called *autonomy paradox* (Putnam, Myers, & Gailliard, 2014, p. 427).

Besides the general possible negative effects such as increased planning requirements concomitant with longer working hours, high levels of autonomy implicate additional difficulties and intensified consequences especially for employees with high levels of perfectionism. Following Rubino and colleagues (Rubino et al., 2012), who proposed a Demand-Control-person model based, that also accounts for employee's personality traits and emphasize the importance of the individual fit between a person and his or her job, the present study investi-

gates effects of perfectionism on the development of strain depending on the level of job demands and time pressure in particular and the level of job autonomy employees experience in their job. In their study the authors integrated the Demand-control model with the Conservation of Resource Theory (COR Theory; Hobfoll, 1989). The COR theory provides an explanation for individuals' drive to maintain, restore and build new resources to prevent strain. Hobfoll (1989, p. 516) defines resources as "objects, personal characteristics, conditions or energies that are valued by the individual". Rubino et al. (2012) showed, that Karasek's (1979) original theoretical considerations were only true for employees high in emotional stability whereas granting high levels of job autonomy to neurotic individuals did not help them to prevent strain but in some cases made them even more vulnerable to job demands such as uncertainty and time pressure. They argue that with increasing job autonomy also responsibility and liability are raising thereby imposing additional pressure on individuals high in neuroticism, who show elevated vulnerability towards stress in general and according to COR theory are unable to utilize resources available to protect themselves and prevent strain.

In my study I expect similar deviations from Karasek's model assumptions for perfectionistic employees and especially for those with high perfectionistic concerns.

High Perfectionism, Low Job Autonomy

Regardless of the severity, job demands such as time pressure may be identified as potential threats by perfectionists at the attempt to fulfil their high standards and whenever unhealthy perfectionists feel that they might not be able to deal with demands adequately or quick enough, they assume that they will fail and doubt their competences and ability (Dunkley et al., 2014). Different scholars have proposed a general vulnerability hypothesis (e.g., Cox et al., 2002; Hewitt & Flett, 1993; Sturman, Flett, Hewitt, & Rudolph, 2009), stating that perfectionists are generally more vulnerable to present and future stressors than non-perfectionists and perfectionists with contingent self-worth based on success and productivity are especially vulnerable to achievement-related stressors, which is also compliant with the above mentioned findings of the meta-analysis by Harari et al. (2018) about the overall positive relationship between both dimensions of

perfectionism and burnout. This means that, since individuals with perfectionistic strivings tend to engage excessively in work thus working longer than non-perfectionists, time pressure constitutes a very critical job demand for perfectionists because it makes it more difficult to hold up to high standards when time is short. Individuals with perfectionistic concerns put additional (time) pressure on them due to their fear of failure thus focusing on negative affects and using ineffective coping mechanisms such as caution action, avoidance coping and emotion-based coping instead of problem-focused coping (Dunkley et al., 2014; O'Connor & O'Connor, 2003; Rice & Lapsley, 2001). When individuals with high levels of perfectionism and perfectionistic concerns in particular face low levels of job autonomy, they may experience high levels of strain a) due to general vulnerability to stressors representing low levels of personal resources and b) due to the lack of job-related resources (job autonomy) thus resulting in low job satisfaction and high levels of burnout, which is congruent with the assumptions of the Demand-Control model.

High Perfectionism, High Job Autonomy

Regardless of the level of job autonomy available, I suppose that individuals with perfectionistic concerns may have difficulties with activating resources (job autonomy) available as they tend to direct their time and energy resources towards the negative emotions related to the demands concomitant with the evoked fear of failure and avoid to deal with the problem thereby lacking resource conservation, which according to COR theory (Hobfoll, 1989) corresponds to a loss of resources that leads to high levels of perceived stress. This is also true for healthy perfectionists, who tend to fail to increase satisfaction and self-worth even after successfully managing the time pressure and fulfilling their high standards (Frost et al., 1990; Hewitt & Flett, 1993) thus also failing to protect and build resources and also leading to strain. Similar than Rubino et al. (2012) pointed out, high levels of job autonomy also mean high levels of responsibility and performance accountability, both factors that may pressure individuals with perfectionistic concerns. With increasing job autonomy also the amount of possible options in decision making raises.

Perfectionism has been previously linked with *maximizing tendencies* (Chang et al., 2011; Dahling & Thompson, 2013; Schwartz et al., 2002), the ten-

dency to “exhaustively evaluating all possible choices and selecting the single best option” (Dahling & Thompson, 2013, p. 278). The origin of the concept of *maximizing* stem from Simon (1955), who differentiated between two strategies in decision making – maximizing and satisficing – representing two end points on a continuum. While satisficers pursue the strategy of choosing the first option occurring that fulfils a set of minimum requirements (which in case of perfectionists is already rather high), maximizers feel driven to choose the best option instead of a good-enough option. Therefore, the latter ones have to invest more resources (time, energy) during decision-making process in order to investigate all options and check, whether they fulfil their standards and on the second run to identify the best option among those fulfilling the minimum requirements. However, study results indicate, that individuals with maximizing tendencies are nonetheless less satisfied with their choice compared to those pursuing satisficing strategies, they experience feelings of regret instead and worry about having made the wrong choice (Dar-Nimrod, Rawn, Lehman, & Schwartz, 2009; Iyengar, Wells, & Schwartz, 2006; Schwartz et al., 2002). Scholars on maximization in job-related and career-related contexts also found that maximizing was negatively related to job satisfaction, perceived person-job fit and career satisfaction and positively correlated with turnover intentions, with negative effects acting as mediator between maximization and job-related outcomes (Dahling & Thompson, 2013). Negative effects appear when individuals with maximizing tendencies realize, that it is impossible to make the best rational choice (Schwartz et al., 2002; Simon, 1955).

Applied to the Demand-Control-person model, jobs with high levels of autonomy that allow employees to decide when, where and how to do their job, mean high investment of time and energy for (maximizing) perfectionists in order to make the perfect choice and to fulfil their personal high standards. The more perfectionists are free to make their own decisions, the more possible options and combinations of options appear and the more time is required to explore them all and to gather sufficient information about them to identify the perfect one. While individuals with perfectionistic strivings may feel motivated to explore all the options available and to find the best one, individuals with perfectionistic concerns may feel overwhelmed by the amount of options available thus increasing the probability as well as the fear of failure. However, when time pressure is

high, a high amount of options resulting of high levels of job autonomy is likely to be perceived as potential stressor to unhealthy and healthy perfectionists, as increasing time pressure diminishes the chance to find the (perfect) options for action that fulfils perfectionists high standards.

Therefore I assume, that the assumption of the DCM, that the relationship between job demands and strain is negative, when levels of job autonomy are high, does not held up for perfectionists. Instead, I hypothesize, that even when levels of job autonomy are high, individuals with high levels of perfectionism and perfectionistic strivings in particular, are unable to adequately leverage the job resources and experience high levels of burnout and low levels of job satisfaction.

Low Perfectionism, Low Job Autonomy

According to the vulnerability hypothesis, individuals with low levels of perfectionism are generally less vulnerable to stressors and experience lower levels of negative affect compared to those with high levels of perfectionism (Dunkley et al., 2014, 2003; Hewitt & Flett, 1993). Therefore they are likely to deal with job demands adequately and are able to leverage job resources to fulfil their moderately high personal standards. According to the Demand-Control model, individuals with low job autonomy experience strain when job demands such as time pressure increases. When time pressure increases and levels of job autonomy are low, even employees with low levels of perfectionism are likely to experience strain thereby resulting in a positive (negative) relationship between time pressure and burnout (job satisfaction).

Low Perfectionism, High Job Autonomy

In contrast, jobs with high levels of job autonomy offer employees with low levels of perfectionism an enlarged set of options for action and thereby enhance the chance to find a solution that fulfils their minimum requirements, which tend to be moderately high. Therefore even when time pressure increases, non-perfectionists are likely to successfully deal with the increased demands by leveraging resources available. In terms of the Demand-control model this means, that for non-perfectionists with high levels of job autonomy the relationship between job demands and burnout (job satisfaction) will remain negative (positive).

Hypotheses

With millennials rapidly entering the labour market studies on generational differences regarding personal characteristics seem increasingly important as personal characteristics might influence the perception of job characteristics that then again might influence job related outcomes. Based on the aforementioned meta-analysis by Curran and Hill (2019) indicating that perfectionism has increases over time, the present study wants to replicate this finding to further emphasize the importance of the investigation of perfectionism thus hypothesizing, that

Hypothesis I: Perfectionism is increasing over time resulting in millennials reporting higher perfectionism scores compared to members of previous generations.

Besides revealing generational differences regarding personal characteristics, the present study aims to illustrate possible interactions of the increasing perfectionism and the increasing job autonomy modern working world entails. As previously described, perfectionism might influence the perception of job characteristics thereby diminishing potential positive effects of job autonomy as proposed in Karasek's (1979) Demand-control model . Based on the assumptions of the Demand-control-person model by Rubino et al. (2012), I expect the assumptions of the DCM to be true only for individuals with low levels of perfectionism as high levels of job autonomy do not lead to a negative relationship between job demands and strain for persons with high levels of perfectionism and to a positive relationship between job demands and job satisfaction for persons with high levels of perfectionism, respectively. Therefore, I hypothesize, that

Hypothesis II: Perfectionism and job autonomy moderate the relationship between the job demand (time pressure) and burnout, such that the relationship is negative for individuals low in perfectionism with high levels of job autonomy, as illustrated in Figure 1. For all other combinations of perfectionism and job autonomy levels, this relationship is positive.

Hypothesis III: Perfectionism and job autonomy moderate the relationship

between the job demand (time pressure) and job satisfaction, such that the relationship is positive for individuals low in perfectionism with high levels of job autonomy, as illustrated in Figure 2. For all other combinations of perfectionism and job autonomy levels, this relationship is negative.

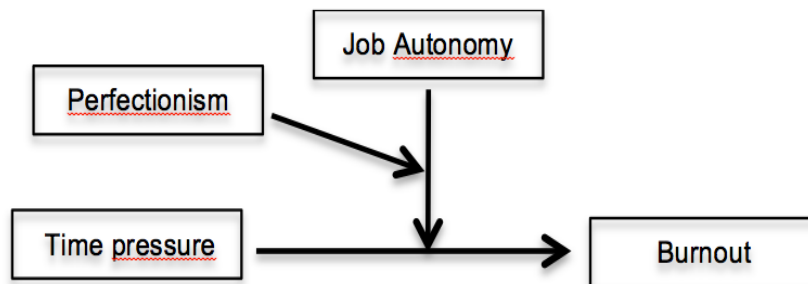


Figure 1. Moderating effects of perfectionism and job autonomy on the time pressure – burnout relation

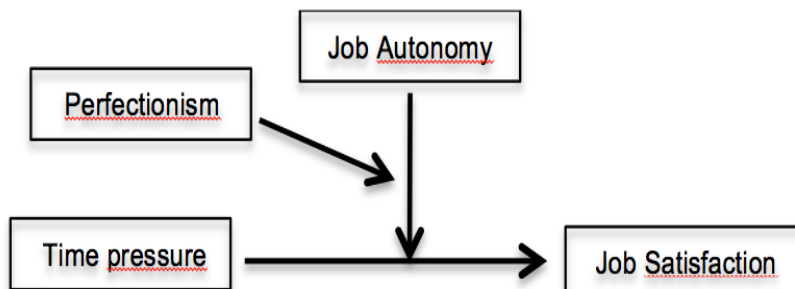


Figure 2 Moderating effects of perfectionism and job autonomy on the time pressure – job satisfaction relation

METHODOLOGY

Participants and Procedure

To explore generational differences regarding perfectionism as well as the moderation effects of job autonomy and perfectionism a cross sectional study was conducted between July and August 2019. Study invitation e-mails with the link to the online survey were sent to human resource contacts within my personal network thus being forwarded to their employees. In order to reach a heterogeneous study sample regarding job characteristics, I tried to reach individuals working in highly autonomous industries such as employees in IT start-ups as well as employees of well established and rather conservative industries (i.e. in the financial service sector). Due to unsatisfying response rates, additional study participants have been recruited via SurveyCircle, an online platform for study participant recruitment. The platform enables reaching out to individuals interested in the study participation and other researchers, who are mostly enrolled in a master's programme also recruiting participants for their empirical studies. At the beginning of the online survey, participants were informed about the purpose of the present study and about data privacy and confidentiality, asking for their informed consent. After that, participants read a short instruction on how to answer the following questions and they were asked to provide socio-demographic data including their age, which was used to categorize participants' generational affiliation. The main sections of the online survey consisted of the below described self-reported instruments to assess personal as well as job characteristics and at the end of the survey participants were instructed to answer questions about exhaustion and job satisfaction. Completion of the online survey lasted about five to ten minutes. In total, 313 participants fully completed the survey, however 35 participants were excluded from further analysis as they worked less than 20 hours per week. Another two participants had to be excluded due to salient questionnaire response times (Leiner, 2013) resulting in a final sample of 276 participants. 244 were white-collar workers, 9 blue-collar workers, 10 self-employed individuals and 13 civil servants. 70% of them were women ($n = 194$), the mean age of the study participants was 31.85 years ($SD = 9.36$) and 67% of them held a university degree. The average years of work experience was 5.72 years ($SD = 2,347$).

Measures

Perfectionism was measured using the German version (Altstötter-Gleich & Bergemann, 2006) of the Frost Multidimensional Perfectionism Scale (MPS-F; Frost, Marten, Lahart, and Rosenblate, 1990). The MPS-F consists of the six subscales Concerns over mistakes (CM), Personal Standards (PS), Parental Expectations (PE), Parental Criticism (PC), Doubts about actions (D), and Organization (O) providing a multidimensional approach to measure perfectionism. In the present study the two dimensions of perfectionism were assessed using single scales as proxy measures (Stoeber, 2012), that are Personal Standards representing perfectionistic striving and the combination of the Concerns over mistakes and Doubts about Actions (D) scales (Stöber, 1998; Stumpf & Parker, 2000) measuring perfectionistic concerns. The Personal standards subscale is composed of 7 items assessing the tendency to set oneself extremely high standards (e.g., “I expect higher performance in my daily tasks than most people do”). Worries about possible mistakes and ones actions were retrieved using the 9 item Concern over Mistakes subscale (e.g., “If someone does a task at work better than I, then I feel like I failed the whole task”) and the 4 items subscale Doubts about Actions (e.g., “Even when I do something very carefully, I often feel that it is not quite right”). Participants were instructed to rate all items on a 6-point-Likert scale ranging from “1 = strongly disagree” to “6 = strongly agree”.

Job Characteristics were assessed including job autonomy and time pressure as well studied job demand. To assess *job autonomy* at work three subscales of the German version (Stegmann et al., 2010) of the Work Design Questionnaire (WDQ) developed by Morgeson & Humphrey (2006) were used. The subscale Decision-Making Autonomy (e.g., “The job gives me a chance to use my personal initiative or judgment in carrying out the work”) assessing to which extent one’s job allows taking initiatives. Opportunity to self-determine time structure at work was assessed using the Work Scheduling Autonomy subscale (e.g., “The job allows me to make my own decision about how to schedule my work”). WDQ’s Work Methods Autonomy subscale was used to ask about the extent to which participants can decide which methods they use to fulfil their work assignments (e.g., “The job allows me to make decisions about what methods I use to complete my work”). Each of the three subscales is composed of three items and

respondents were requested to rate their extent of agreement on a 6-point-Likert scale ranging from “1 = strongly disagree” to “6 = strongly agree”.

Time pressure was measured using a 5 item subscale of a German self-report instrument for stress related job analysis (ISTA; Semmer, Zapf, & Dunckel, 1995). One sample item reads as follows: “How often are you pressed for time?” Respondents indicated the frequency of time pressure on a range from “1 = very seldom” to “5 = very often”.

Burnout was assessed with a German version (Seubert & Glaser, 2019) of the work related Burnout Assessment Tool (BAT; Schaufeli, De Witte, & Desart, 2019). The BAT is a tool with 34 items in total measuring six different aspects of burnout including exhaustion (e.g., “At work, I feel mentally exhausted”), mental distance (e.g., “I struggle to find any enthusiasm for my work”), Impaired emotional control (e.g., “At work, I feel unable to control my emotions”), Impaired cognitive control (e.g., “At work, I have trouble staying focused”), Psychological distress (e.g., “My weight fluctuates even though I am not on a diet”), and Psychosomatic complaints (e.g., “I suffer from palpitations or chest pain”). Burnout was measured solely by using the subscale exhaustion, as it is a cross-sectional design. Response format ranged from “1 = never” to “5 = always”.

Job satisfaction was measured using the single-item “Overall, how satisfied are you with your job?” with a response format ranging from “1 = not at all satisfied” to “6 = very satisfied”. Reliability estimates for the single-item measurement of job satisfaction were found to be adequate (Dolbier, Webster, McCalister, Mallon, & Steinhardt, 2005).

Data Analyses

Prior to main analyses, the standardized residuals of the dependent variables (exhaustion, job satisfaction) were examined for normality heteroscedasticity by plotting the probability graph of standardized residuals. To identify possible covariates, bivariate and partial correlation analyses were performed. The latter ones were conducted to investigate whether the direction of the relations changed for perfectionistic strivings when controlled for the overlap with perfec-

tionistic concerns. Independent-sample t-tests were performed in order to test Hypothesis I, expecting differences regarding perfectionism between millennials and previous generations.

Hypothesis II and III, stating that more job autonomy will lead to less exhaustion and more job satisfaction for low-perfectionistic but not high-perfectionistic individuals when time pressure increases, were tested using hierarchical linear regression analyses, following the recommendations of Aiken and West (1991). Four separate regression models were tested – 95% bootstrap confidence intervals ($n = 1000$) – to examine the unique effects of perfectionistic strivings (concerns) as additional moderator besides job autonomy on the time pressure – exhaustion relation while controlling for concerns (strivings), as comprised in model 1a (1b) for exhaustion as criterion and in model 2a (2b) for job satisfaction as criterion. In model 1a (1b) Step 1, time pressure, job autonomy and perfectionistic strivings (concerns) were entered, with exhaustion as dependent variable. Perfectionistic concerns (strivings) were also entered in Step 1 to control for the overlap between the two dimensions of perfectionism. Due to the significant correlations of age and gender with both dimensions of perfectionism as well as exhaustion (see the RESULTS section and **Fehler! Verweisquelle konnte nicht gefunden werden.**), these two variables have been added as covariate in all further analyses. All two-way interactions were entered in Step 2, with all predictor variables being grand mean-centered prior to creating the interaction terms to avoid multicollinearity (Aiken & West, 1991). In the third and final step the three-way interaction between time pressure, job autonomy and perfectionistic strivings (concerns) in model 1a (1b) were entered. Further, the same steps were performed with job satisfaction as dependent variable with the regression models 2a with perfectionistic strivings as moderator and model 2b with perfectionistic concerns as moderator. Additional tests of the significant three-way interactions using the PROCESS macro for SPSS (model 3; Hayes, 2012) as well as slope difference tests were performed. All analyses were performed using the SPSS version 26.

RESULTS

Fehler! Verweisquelle konnte nicht gefunden werden. displays descriptive statistics, bivariate correlations and internal consistencies. Internal consistency scores were satisfactory for all scales with Cronbach's alpha between .87 and .90. As expected (Curran & Hill, 2019), age as an indicator for birth cohort correlated significantly negative with perfectionistic strivings and concerns ($r(274) = -.19, p = .001$ and $r(274) = -.25, p < .001$, respectively). Further, age showed significant correlations with exhaustion ($r(274) = -.14, p = .023$). For perfectionistic strivings $t(274) = 3.41, p = 0.001, d = .41$, as well as for perfectionistic concerns $t(274) = 3.83, p < 0.001, d = .46$, independent-sample t-tests revealed significant differences in means between millennial ($M_{strivings} = 29.6, SD = 5.44; M_{concerns} = 35.0, SD = 10.16$) and non-millennial study participants ($M_{strivings} = 26.7, SD = 5.57; M_{concerns} = 28.86, SD = 10.4$), suggesting that millennials have more perfectionistic strivings and concerns than members of previous generations thereby supporting Hypothesis I. Besides age, also gender significantly correlated with perfectionistic concerns ($r(274) = -.16, p = .006$) and exhaustion ($r(274) = -.16, p = .009$). These results indicate that women reported higher levels of perfectionistic concerns and exhaustion than men.

Time pressure as job demand was positively related to exhaustion ($r(274) = .44, p < .001$) and negatively related to job satisfaction ($r(274) = -.14, p = .019$). Job autonomy was negatively related to exhaustion ($r(274) = -.28, p < .001$) and positively related to job satisfaction ($r(274) = .29, p < .001$), as expected from the assumptions of the Demand-control model (Karasek, 1979). Bivariate correlation analysis revealed positive relations between perfectionistic strivings (concerns) and exhaustion ($r(276) = .12, p = .041$ and $r(274) = .50, p < .001$, respectively) and negative relations between perfectionistic strivings (concerns) and job satisfaction ($r(274) = -.08, p = .17$ and $r(274) = .30, p < .001$, respectively). However, when performing partial correlation analysis and controlling for the overlap with perfectionistic concerns, the associations of perfectionistic strivings with the outcome variables became non-significant and showed different directions. Thus there seems to be a trend towards a negative relation of perfectionistic strivings to exhaustion ($r(274) = -.07, p = .228$), and a positive relation of perfectionistic strivings to job satisfaction ($r(274) = .03, p = .623$).

Table 1*Descriptive Statistics, Bivariate Correlations and internal consistencies.*

	1	2	3	4	5	6	7	8
1. Age	–							
2. Gender ^a	.01	–						
3. Time pressure	.00	.09	(.87)					
4. Job autonomy	.10	-.07	-.03	(.90)				
5. Perfectionistic concerns	-.25**	-.16**	.23**	-.19**	(.90)			
6. Perfectionistic strivings	-.19**	-.2	.17**	.21**	.36**	(.81)		
7. Burnout - Exhaustion	-.14*	-.16**	.44**	-.28**	.50**	.12*	(.88)	
8. Job satisfaction	.07	.11	-.14*	.29**	.30**	-.08	-.43**	–
Mean	31.85	.71	16.60	41.09	33.92	29.12	19.24	4.66
Standard deviation	9.36	.46	4.42	7.74	10.45	5.57	5.97	1.29

Note. N=276; Internal Consistencies as indicated by Cronbach's Alpha are presented in parentheses in the diagonal.

^a 0 = men, 1 = women, 2 = other;

* $p < .05$. ** $p < .01$

Results of the hierarchical linear regression analyses with exhaustion as dependent variable are shown in **Fehler! Verweisquelle konnte nicht gefunden werden.** (model 1a) and **Fehler! Verweisquelle konnte nicht gefunden werden.** (model 1b). In Step 1, upon entering the main effects of the predictor variables and covariates, all predictors were significant for model 1b ($R^2 = .41$), but not for model 1a ($R^2 = .41$), as the main effects of perfectionistic strivings were not significant when controlling for perfectionistic concerns. In Step 2, all possible two-way interactions were entered, not predicting significant unique variance ($\Delta R^2 = .01$, $p = .243$ and $\Delta R^2 = .02$, $p = .084$ for model 1a and model 1b, respectively). The final model 1b provided a significant increase in the variance in exhaustion ($\Delta R^2 = 0.02$, $p < 0.01$) and showed that the three-way interaction between time pressure, job autonomy and perfectionistic concerns was significantly associated with exhaustion, when controlling for age, gender and perfectionistic strivings ($b = -.002$, $t = -2.59$, $p = .010$). In model 1a, the three-way interaction between time pressure, job autonomy and perfectionistic strivings did not significantly predict exhaustion ($b = -.001$, $t = -1.74$, $p = .084$). The same steps were repeated for regression model 2a and 2b with job satisfaction as dependent vari-

able to test hypothesis III. Results of the regression model 2a ($R^2 = .16$) and model 2b ($R^2 = .16$) are presented in **Fehler! Verweisquelle konnte nicht gefunden werden.** (model 2a) and **Fehler! Verweisquelle konnte nicht gefunden werden.** (model 2b). Job autonomy and perfectionistic concerns significantly predicted job satisfaction in model 2b, while in model 2a only the main effects of job autonomy were significant. Surprisingly, time pressure did not show significant associations with the dependent variable in model 2a nor 2b. None of the two-way interactions were significant (model 2a: $R^2 = .17$, $\Delta R^2 = .01$, $p = .243$; model 2b: $R^2 = .17$, $\Delta R^2 = .01$, $p = .383$). Neither entering the three-way interaction between time pressure, job autonomy and perfectionistic strivings in model 2a ($R^2 = .18$, $\Delta R^2 = .01$, $p = .084$), nor the three-way interaction between time pressure, job autonomy and perfectionistic concerns in model 2b ($R^2 = .17$, $\Delta R^2 = .00$, $p = .479$) added significant unique variance, therefore hypothesis III cannot be confirmed. Since only the three-way interaction between time pressure, job autonomy and perfectionistic concerns in model 1b was significant, results of further tests and analyses are only reported for this interaction term.

The PROCESS macro for SPSS (simple slopes; Hayes, 2013; model 3) was used to further probe the significant three-way interaction. The PROCESS macro allows direct testing of the moderation model and provides a final regression model with simple slope effects using the Johnson-Neyman technique (Hayes, 2013) to identify the values of the moderators at which the independent variables and exhaustion showed significant associations. Results of the moderation analysis revealed that among individuals with low perfectionistic concerns (1SD below the mean), the effect of time pressure on exhaustion is not significantly moderated by job autonomy ($b = 0.008$, $F(1,265) = .53$, $p = 0.466$). In contrast, among individuals with high levels of perfectionistic concerns (1SD above the mean), job autonomy did significantly moderate the effect of time pressure on exhaustion ($b = -.03$, $F(1,265) = 6.90$, $p = .009$). Specifically, the Johnson-Neyman technique showed that the two-way interaction between time pressure and job autonomy is significant at perfectionistic concern scores above 37.64. Among individuals with perfectionistic concerns below this level, there is no significant difference in the effect of time pressure between individuals with high levels of job autonomy and those with low levels of job autonomy. Simple slopes were plotted one standard deviation above and below the mean of each modera-

tor, as depict in **Fehler! Verweisquelle konnte nicht gefunden werden..** Results of the slope different tests are presented in **Fehler! Verweisquelle konnte nicht gefunden werden..**

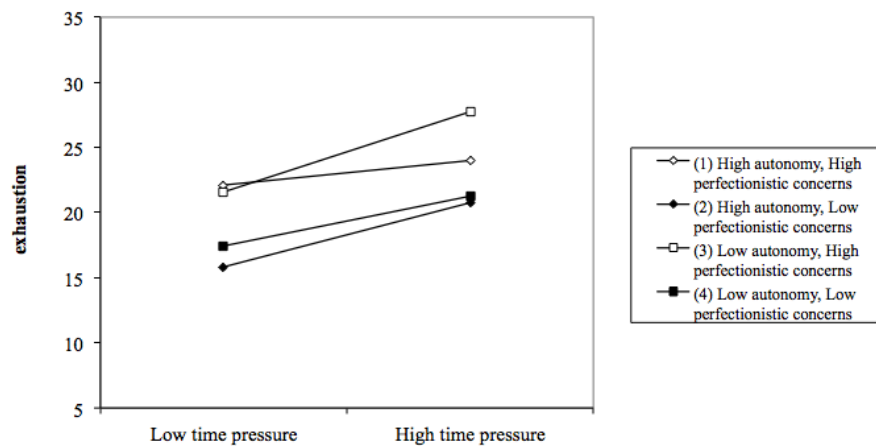


Figure 3. The time pressure x job autonomy x perfectionistic concerns interaction effect on exhaustion

For individuals with high perfectionistic concerns, time pressure was not significantly related to exhaustion when job autonomy was high ($b = .21$, $t = 1.56$, $p = .120$, 95% CI $[-.06; .49]$). In contrast, for individuals with high perfectionistic concerns, time pressure was significantly related to exhaustion when job autonomy was low ($b = .70$, $t = 4.65$, $p < .001$, 95% CI $[.40; .99]$), thus showing significant difference in the two slopes ($t = -2.67$, $p = .008$, 95% CI $[-.85; -.13]$). This result indicates, that individuals with high perfectionistic concerns benefit from job autonomy when time pressure increases, with the level of exhaustion remaining about the same. This finding is in line with the assumptions of the Demand-control model (Karasek, 1979). However, when job autonomy was low, individuals with high perfectionistic concerns experienced significantly higher levels of exhaustion when time pressure increases, which is in line with my prediction of a positive slope for individuals with high perfectionistic concerns. For individuals with low perfectionistic concerns, time pressure was significantly related to exhaustion when job autonomy was high ($b = .56$, $t = 6.49$, $p < .001$, 95% CI $[.39; .73]$) and also when job autonomy was low ($b = .43$, $t = 2.69$, $p = .008$, 95% CI $[.12; .75]$). Further, the simple slope effect for low perfectionistic concerns and high job autonomy was higher compared to low perfectionistic concerns and low job autonomy (slope 2 vs. 4), however the difference was not significant ($t = 1.20$, $p = .230$, 95% CI $[-.17; .70]$). The Demand-control model predicts that individuals

with “active jobs” – jobs with high autonomy and high job demands – experience the lowest level of strain when compared to other combinations of job stressors and job control (Karasek, 1979). Simple slopes in **Fehler! Verweisquelle konnte nicht gefunden werden.** indicate, that for the current study sample, this is not entirely true, because individuals with high perfectionistic concerns indeed benefit from job autonomy when time pressure increases, but their overall level of exhaustion is rather high. As the three-way interaction between time pressure, job autonomy and perfectionistic concerns was significant, but not for perfectionistic strivings and with the direction of the interaction effect other than expected, hypothesis II is partially confirmed.

Table 2*Hierarchical regression model 1a for time pressure predicting exhaustion*

	β	b	LBCI	UBCI	t	F	R^2	ΔR^2
Step 1						30.57	.41**	
(Constant)		19.24	18.67	19.80	68.73**			
Age	-.02	-.03	-.08	.04	-.65			
Gender	-.54	-.04	-1.61	.64	-.88			
Perfectionistic Concerns (PC)	.22	.39	-.15	.29	7.08**			
Time Pressure (TP)	.48	.35	.34	.63	7.25**			
Job Autonomy (JA)	-.14	-.18	-.21	-.06	-3.57**			
Perfectionistic strivings (PS)	-.05	-.05	.16	.06	-.91			
Step 2						20.99	.42**	.01
(Constant)		19.33	18.76	19.89	66.58**			
Age	-.04	-.02	-.08	.03	-.67			
Gender	-.03	-.44	-1.51	.76	.72			
Perfectionistic Concerns (PC)	.40	.23	.17	.30	7.28**			
Time Pressure (TP)	.37	.50	.37	.65	7.47**			
Job Autonomy (JA)	-.18	-.14	-.21	-.06	-3.44**			
Perfectionistic strivings (PS)	-.06	-.07	-.17	.04	-1.19			
TP x JA	-.07	-.01	-.03	.00	-1.31			
TP x PS	-.03	-.01	-.03	.02	-.57			
JA x PS	-.06	-.01	-.02	.01	-1.29			
Step 3						19.43	.42**	.01
(Constant)		19.32	18.74	19.88	66.81**			
Age	-.04	-.02	-.08	.03	-.76			
Gender	-.03	-.34	1.41	.78	.56			
Perfectionistic concerns (PC)	.41	.24	.17	.30	7.44**			
Time Pressure (TP)	.40	.53	.39	.68	7.73**			
Job Autonomy (JA)	-.16	-.13	-.20	-.05	-3.10*			
Perfectionistic strivings (PS)	-.07	-.08	-.18	.03	-1.32			
TP x JA	-.10	-.02	-.03	.00	-1.85			
TP x PS	-.02	-.01	-.03	.02	-.48			
JA x PS	-.03	-.00	-.01	.01	-.66			
TP x JA x PS	-.10	-.00	-.00	.00	-1.88			

Note. N = 276; Model 1a: perfectionistic strivings as moderator – controlling for perfectionistic concerns, age and gender; LBCI, lower bound of 95% bootstrap confidence interval; UBCI, upper bound of 95% bootstrap confidence interval.

^a 0 = men, 1 = women, 2 = other.

*p < .05. **p < .01.

Table 3*Hierarchical regression model 1b for time pressure predicting exhaustion*

	β	b	LBCI	UBCI	t	F	R^2	ΔR^2
Step 1						30.57	.41**	
(Constant)		19.24	18.69	19.80	68.73**			
Age	-.03	-.02	-.07	.04	-.65			
Gender	.04	-.54	-1.71	.64	.88			
Perfectionistic Strivings (PS)	-.05	-.05	-.15	.05	-.91			
Time Pressure (TP)	.35	.48	.33	.62	7.25**			
Job Autonomy (JA)	-.18	-.14	-.22	-.06	-3.57**			
Perfectionistic concerns (PC)	.39	.22	.15	.29	7.08**			
Step 2						21.45	.42**	.02
(Constant)		19.24	18.63	19.84	66.28**			
Age	-.03	-.02	-.07	.04	-.58			
Gender	-.03	-.44	-1.56	.75	-.72			
Perfectionistic Strivings (PS)	-.06	-.06	-.16	.04	-1.11			
Time Pressure (TP)	.36	.49	.33	.64	7.27**			
Job Autonomy (JA)	-.15	-.11	-.20	-.04	-2.86**			
Perfectionistic concerns (PC)	.42	.24	.18	.30	7.47**			
TP x JA	-.06	-.01	-.03	.01	-1.24			
TP x PC	-.07	-.01	-.02	.01	-1.32			
JA x PC	-.08	-.01	-.01	.00	-1.51			
Step 3						20.38	.41**	.01
(Constant)		19.30	18.68	19.88	66.97**			
Age	-.02	-.02	-.07	.04	-.58			
Gender	.03	-.31	-1.48	.81	-.52			
Perfectionistic Strivings (PS)	-.06	-.06	-.16	.04	-1.09			
Time Pressure (TP)	.35	.48	.33	.63	7.16**			
Job Autonomy (JA)	-.11	-.09	-.18	-.01	-2.18*			
Perfectionistic concerns (PC)	.42	.24	.18	.30	7.53**			
TP x JA	-.07	-.01	-.03	.01	-1.43			
TP x PC	-.01	-.00	-.02	.01	-.29			
JA x PC	-.03	-.00	-.01	.00	-.48			
TP x JA x PC	-.15	-.00	-.00	.00	-2.59**			

Note. N = 276; Model 1b: perfectionistic concerns as moderator – controlling for strivings; LBCI, lower bound of 95% bootstrap confidence interval; UBCI, upper bound of 95% bootstrap confidence interval.

^a 0 = men, 1 = women, 2 = other

*p < .05. **p < .01.

Table 4*Hierarchical regression model 2a for time pressure predicting job satisfaction*

	β	b	LBCI	UBCI	t	F	R^2	ΔR^2
Step 1						8.30	.16**	
(Constant)		4.66	4.50	4.79	64.51**			
Age	-.02	-.00	-.02	.01	-.32			
Gender	-.07	.19	-.07	.42	-1.20			
Perfectionistic Concerns (PC)	-.21	-.03	-.04	-.01	-3.23**			
Time Pressure (TP)	-.07	-.02	-.06	.02	-1.22			
Job Autonomy (JA)	.25	.04	.02	.07	4.23**			
Perfectionistic strivings (PS)	-.05	-.01	-.04	.01	-.76			
Step 2						6.02	.17**	.01
(Constant)		4.62	4.45	4.76	61.64**			
Age	-.01	.00	-.02	.01	-.21			
Gender	.06	.17	-.08	.42	1.09			
Perfectionistic Concerns (PC)	-.22	-.03	-.04	-.02	-3.38**			
Time Pressure (TP)	-.08	-.02	-.06	.03	-1.30			
Job Autonomy (JA)	.26	.04	.02	.07	4.30**			
Perfectionistic strivings (PS)	-.03	-.01	-.03	.02	-.42			
TP x JA	.00	.00	.01	.01	-.06			
TP x PS	.07	.00	.00	.01	1.25			
JA x PS	.10	.00	.00	.01	1.67			
Step 3						5.76	.18**	.01
(Constant)		4.62	4.46	4.76	61.90**			
Age	-.01	.00	-.02	.01	-.22			
Gender	.05	.15	-.10	.41	.94			
Perfectionistic concerns (PC)	-.23	-.03	-.04	-.02	-3.53**			
Time Pressure (TP)	-.11	-.03	-.07	.02	-1.73			
Job Autonomy (JA)	.25	.04	.02	.07	3.97**			
Perfectionistic strivings (PS)	-.02	-.01	-.03	.02	-.31			
TP x JA	.03	.00	.01	.01	.49			
TP x PS	.07	.00	-.00	.01	1.17			
JA x PS	.07	.00	-.00	.01	1.06			
TP x JA x PS	.11	.00	-.00	.00	1.74			

Note. N = 276; Model 1a: perfectionistic strivings as moderator – controlling for perfectionistic concerns, age and gender; LBCI, lower bound of 95% bootstrap confidence interval; UBCI, upper bound of 95% bootstrap confidence interval.

^a 0 = men, 1 = women, 2 = other

*p < .05. **p < .0

Table 5*Hierarchical regression model 2b for time pressure predicting job satisfaction*

	β	b	LBCI	UBCI	t	F	R^2	ΔR^2
Step 1						8.30	.16**	
(Constant)		4.66	4.50	4.78	64.51**			
Age	-.02	-.00	-.02	.01	-.32			
Gender	-.07	.19	-.03	.44	-1.20			
Perfectionistic Strivings (PS)	-.05	-.01	-.04	.02	-.75			
Time Pressure (TP)	-.07	-.02	-.06	.03	-1.22			
Job Autonomy (JA)	.25	.04	.02	.07	4.23**			
Perfectionistic concerns (PC)	-.21	-.03	-.04	-.01	-3.23**			
Step 2						5.87	.17**	.01
(Constant)		4.67	4.50	4.79	61.77**			
Age	-.02	.00	-.02	.01	-.39			
Gender	.06	.18	-.04	.46	1.14			
Perfectionistic Strivings (PS)	-.04	-.01	-.03	.02	-.64			
Time Pressure (TP)	-.07	-.02	-.06	.03	-1.16			
Job Autonomy (JA)	.23	.04	.02	.06	3.73**			
Perfectionistic concerns (PC)	-.24	-.03	-.04	-.02	-3.51**			
TP x JA	.01	.00	-.01	.01	-.11			
TP x PC	.06	.00	-.00	.00	1.01			
JA x PC	.08	.00	-.00	.00	1.30			
Step 3						5.33	.17**	.00
(Constant)		4.62	4.50	4.79	61.45**			
Age	-.02	.00	-.02	.01	-.39			
Gender	.06	.17	-.05	.47	1.08			
Perfectionistic Strivings (PS)	-.04	-.01	-.03	.02	-.65			
Time Pressure (TP)	-.07	-.02	-.06	.03	-1.11			
Job Autonomy (JA)	.22	.04	.01	.07	3.45**			
Perfectionistic concerns (PC)	-.24	-.03	-.04	-.02	-3.50**			
TP x JA	.01	.00	-.01	.01	.16			
TP x PC	.04	.00	-.00	.01	.68			
JA x PC	.06	.00	-.00	.00	.95			
TP x JA x PC	.05	.00	.00	.00	.71			

Note. N = 276; Model 2b: perfectionistic concerns as moderator – controlling for perfectionistic strivings, age and gender; LBCI, lower bound of 95% bootstrap confidence interval; UBCI, upper bound of 95% bootstrap confidence interval.

^a 0 = men, 1 = women, 2 = other

*p < .05. **p < .01.

Table 6*Simple Slopes for Time Pressure Predicting Exhaustion and Slope Differences*

Slopes	<i>b</i>	<i>t</i>	<i>LBCI</i>	<i>UBCI</i>
(1) High job autonomy – high perfectionistic concerns	.21	1.56	-.06	.49
(2) High job autonomy – low perfectionistic concerns	.56	6.49**	.39	.73
(3) Low Job autonomy – high perfectionistic concerns	.70	4.65**	.40	.99
(4) Low job autonomy – low perfectionistic concerns	.43	2.69**	.12	.75

Slope differences	<i>t</i>	<i>LBCI</i>	<i>UBCI</i>
(1) and (2)	-2,67**	-.60	-.09
(1) and (3)	-2,67**	-.85	-.01
(1) and (4)	-1,01	-.65	.02
(2) and (3)	-0,81	-.48	.20
(2) and (4)	0,72	-.22	.47
(3) and (4)	1,20	-.17	.70

Note. LBCI, lower bound of 95% confidence interval; UBCI, upper bound of 95% confidence interval.

* $p < .05$. ** $p < .01$.

DISCUSSION

Although the findings of the present study could not fully support all hypotheses, the results provide some interesting insights on how job characteristics and personal characteristics interact and influence work-related outcomes. The correlational analyses provided further evidence that the relations of the two dimensions of perfectionism – perfectionistic strivings and perfectionistic concerns – with exhaustion and job satisfaction were contradictory for the two dimensions when the overlap between them was controlled for as suggested by Stoeber and Otto (2006). Consistent with previous research (Fairlie, 2003; Flett et al., 1995; Harari et al., 2018; Ozbilir et al., 2015; Wittenberg & Norcross, 2001), in the present study sample only perfectionistic concerns positively correlated with exhaustion and negatively correlated with job satisfaction, whereas no significant associations with exhaustion or job satisfaction were found for perfectionistic strivings.

The aim of the study was to reveal generational differences regarding perfectionism. Hypothesis I predicted higher levels of perfectionism among millennials compared to members of previous generations. In line with the findings of the meta-analysis by Curran and Hill (2019), millennial study participants reported significantly higher levels of perfectionistic strivings and perfectionistic concerns than participants belonging to Generation X thereby supporting Hypothesis I. Millennials seem to set higher standards for themselves and feel driven to make extraordinary achievements. However, millennials also reported greater fear of failure and stronger doubts about their actions compared to members of generation X. These findings once more affirm the importance of addressing perfectionism and its consequences on work and job-related outcomes in research, as millennials will make up the biggest part of most companies' workforce within the next years.

The second aim of the present study was to investigate possible interactions between two millennial trends that are increasing autonomy on the job and increases in perfectionism. By finding a significant three-way interaction between time pressure, job autonomy and perfectionistic concerns in predicting exhaustion, although with the form of the interaction being other than expected, additional insights could be added to existing literature in occupational psychology.

Originally, It was assumed, that the relationship between time pressure and exhaustion would be positive for individuals with perfectionistic concerns and high job autonomy, as they would not succeed in leveraging job autonomy to protect themselves from strain and as they would perceive job autonomy rather demanding especially when time pressure increases. This assumption was based on the general vulnerability hypothesis (Cox et al., 2002; Hewitt & Flett, 1993; Sturman et al., 2009) predicting higher levels of strain for perfectionistic individuals while lacking the ability to leverage resources available to them. In general, study results seem to support the vulnerability hypothesis as individuals with high perfectionistic concerns report rather high levels of exhaustion, regardless of time pressure or level of job autonomy when compared to individuals with low perfectionistic concerns. Surprisingly, the slope for high perfectionistic individuals with high job autonomy was non-significant. This means that, when time pressure increases, individuals with high perfectionistic concerns are capable of utilizing their autonomy somehow to protect themselves from strain and prevent increases in their levels of exhaustion, whereas those with low levels of job autonomy cannot protect themselves from strain. The predicted positive slope for the latter ones was true for the current study sample.

Literature on procrastination provides a possible explanation for the differences in the levels of exhaustion between high perfectionistic concerns individuals with high levels of job autonomy and those with low levels of job autonomy. Steel (2007, p. 66) writes that individuals who procrastinate „voluntarily delay an intended course of action despite expecting to be worse off for the delay” because delaying unfavourable actions and work tasks brings them temporary relief and results in a positive mood. Perfectionistic concerns have already been linked to behavioural tendencies of procrastination in several studies (e.g. Egan, Wade, & Shafran, 2011; Flett, Hewitt, Davis, & Sherry, 2004; Suh et al., 2017). Fitzsimons and Finkel (2011) postulate procrastination tendencies derive their origins from attributing one’s success to the support one has received from others, resulting in a permanent reduction of one’s effort and fully relying on the help of others – the authors call this phenomenon self-regulation outsourcing. According to Schiffrin & Liss (2017) self-regulation outsourcing can be one of the negative consequences of helicopter parenting, a parenting style many millennials grew up with and that has been identified as possible driver for increases in perfection-

ism over time by Curran and Hill (2019). How procrastination affects the workplace and job outcomes has been recently studied by Prem and colleagues (Prem, Scheel, Weigelt, Hoffmann, & Korunka, 2018). They investigated whether certain job characteristics such as time pressure have an indirect effect on procrastination via appraisal as challenging or hindering. For time pressure they found, that when employees experience time pressure on a certain working day as hindering as it makes it more difficult to finish their work on time, the self-regulation effort that is necessary to overcome inner resistances increases thus leading to procrastination. According to the vulnerability hypothesis (Ashby & Gnilka, 2017), individuals with high levels of perfectionistic concerns inherently feel stressed when facing time pressure indicating that they are likely to appraise it as hindering rather than challenging as it makes it even more difficult to accomplish their goals. By appraising it as hindering, inner resistances increase and high perfectionistic concern individuals are likely to use procrastination instead of engaging in their work. In other words, Instead of focusing on problems and trying to actively solve tasks despite the increased time pressure, individuals with high perfectionistic concerns who suffer from high fear of failure, avoid to cope with the problem at all and rather disengage from work in order to prevent failure, whereas individuals without perfectionistic concerns would use problem-focused coping mechanisms (Ashby & Gnilka, 2017; O'Connor & O'Connor, 2003; Rice & Lapsley, 2001). Disengaging from work and procrastinating instead allows perfectionistic concerns individuals to temporary reduce the negative feelings their fear of failure and their doubts cause and procrastination therefore provides a temporary effective strategy to regulate their emotions (Hagbin, McCaffrey, & Pychyl, 2012; Pychl, Lee, Thibodeau, & Blunt, 2000; D M Tice, Bratslavsky, & Baumeister, 2001).

However, in order to protect employees from strain using procrastination as emotion regulation strategy, a certain level of job autonomy is required. Perfectionistic employees who have high levels of job autonomy might procrastinate and wait with initiating working on their tasks – thereby reducing negative affects – until they almost reached a time point very close to the deadline at which the fear of the consequences of not accomplishing the work task is at a maximum (Pychl et al., 2000). To put it differently, high perfectionistic individuals with high job autonomy, who can determine on their own when and how to accomplish

their work tasks, wait until the fear of the consequences of not finishing their tasks on time exceeds their fear of not performing perfect on their tasks or failing (Hagbini et al., 2012). However, for employees with high perfectionistic concerns with low levels of job autonomy procrastination may not be possible due to the lack of self-determined work scheduling options especially when time pressure increases thus they are likely to experience higher levels of strain as shown in the positive slope between time pressure and exhaustion for perfectionistic individuals with low levels of job autonomy. When time pressure remains high over a longer period, it is likely that highly perfectionistic individuals without the possibility to autonomously determine their work tasks and schedules disengage from their work to reduce negative feelings and to prevent themselves from constant exhaustion. This explanation is in line with findings of the meta-analysis by Harari et al. (2018), reporting positive associations between perfectionistic concerns and work disengagement. Although procrastination helps to temporarily reduce negative affects (Pychyl & Sirois, 2016; F. Sirois & Pychyl, 2013; Steel, 2007), findings from longitudinal studies provide evidence that procrastination is associated with negative mood in the long run (Lay & Schouwenberg, 1993; Sagar & Stoeber, 2009; Dianne M Tice & Baumeister, 1997). Therefore it is likely, that at some point the relationship between time pressure and exhaustion also turns positive for individuals with high perfectionistic concerns and high job autonomy and perhaps even exceeds the level of exhaustion of perfectionistic individuals with low levels of job autonomy.

Another interesting finding was the non-significant moderation of job autonomy on the effect of time pressure on exhaustion among individuals with low levels of perfectionistic concerns. This finding is contradictory to the basic assumptions of the demand-control model (Karasek, 1979), predicting a buffering effect of job autonomy on the stressor-strain relation. Previous research based on the Demand-control model (Karasek, 1979) and the Job-Demand-Resources model (Demerouti et al., 2001), found positive associations of job autonomy with job satisfaction, well-being and motivation (e.g. Schmidt & Diestel, 2011; Spector, 1986), and negative associations with burnout and undesirable health-related outcomes (e.g. Spector, 1986; Taris, Bakker, Schaufeli, Stoffelsen, & Dierendonck, 2005). Whereas in more recent studies the buffering effect and the

universal remedy of job autonomy was scrutinized as they pointed out that increased planning requirements and mental overload resulting from high levels of responsibility, job autonomy also had negative effects on employees well-being (Korunka & Kubicek, 2013; Kubicek et al., 2014). My study results are in line with the latter ones, as the buffering hypothesis of job autonomy was not supported for employees with low levels of perfectionistic concerns. I expected the relationship between time pressure and exhaustion being moderated by job autonomy and perfectionistic concerns, such that the relationship is negative for individuals low in perfectionism with high levels of job autonomy, whereas results indicate the exact opposite effect. This means that individuals without perfectionistic concerns are more exhausted when time pressure increases despite the fact that their job grants them the autonomy to schedule and plan their work themselves. According to the Vitamin model (P. B. Warr, 1990) employees do not feel more exhausted when time pressure increases despite their high levels of job autonomy but because of it. Kubicek and colleagues (Korunka & Kubicek, 2013; Kubicek et al., 2014) suggested, that a medium level of job autonomy is more successful in preventing employees from developing strain than highly autonomous jobs because the increased responsibility and planning requirements that come along with highly autonomous jobs put additional stress on the employees that might be perceived as additional demand besides time pressure. The present findings support this assumption and provide evidence, that job autonomy may not always be the universal resource to deal with the increasing time pressure modern working worlds require employees to deal with.

That job autonomy has a buffering effect on the stressor-strain relation only for individuals with high perfectionistic concerns could be explained by different perceptions and appraisals of autonomy. Perfectionists utilize the autonomy their job offers them to make them feel good via procrastination, applying avoidance-coping and thereby not experiencing the many possible positive effects job autonomy actually can have on motivation and personal growth, as pointed out by several researchers (Deci & Ryan, 2000; Demerouti et al., 2001; Karasek, 1979). In contrast, individuals without perfectionistic concerns do not constantly ruminate about possible failure on work tasks. Instead of doubting their competency to fulfil their tasks, they feel motivated to learn and accomplish challenges. The

chance of personal growth autonomous jobs offer, drives employees that are not held back by perfectionistic concerns to actively engage in their jobs and to try to solve occurring problems and difficult tasks without delay. Prem et al. (2018) found that when employees appraise the requirement of their job to plan and to make decisions on their own, indicators of a highly autonomous designed job, as challenging, the self-regulation effort decreases and employees do not feel the need to procrastinate to enhance their wellbeing. For non-perfectionistic individuals, the principal appraisal of job autonomy as challenging might not intentionally change even when job autonomy rises above moderate levels. Increasing job autonomy gradually comes along with increasing negative side effects, that might or might not be immediately obvious to the employee, hence instead of using procrastination to obtain temporary relief they keep trying to fulfill all tasks applying problem-focused coping mechanisms which at least on the long run probably lead to exhaustion – resulting in the *autonomy paradox* mentioned previously.

To sum up, millennials are more perfectionistic than members of previous generations and this difference in personality characteristics affects their work. The significant three-way interaction between time pressure, job autonomy and perfectionistic concerns in predicting exhaustion shows, that personal characteristics have an influence on work-related outcomes and wellbeing on the job and that it is important to account for them to prevent employees from developing high levels of exhaustion and turnover-intentions. Further, job autonomy turned out to be no universal solution that is able to prevent employees from developing strain and keeping job satisfaction high regardless of the demands they face. Since high levels of exhaustion and low levels of job satisfaction come along with undesirable consequences for employers such as reduced productivity and high turnover-rates producing high costs (Harter, Schmidt, & Hayes, 2002; Lee & Ashforth, 1993), perfectionism as personality trait and perfectionistic concerns in particular – including the behavioural tendencies such as procrastination and ineffective coping mechanisms that come along with it, constitute an important research topic that should be addressed more often in occupational research.

Practical implications

My study results have some practical implications. Since individuals with perfectionistic concerns tend to ruminate about mistakes and adopt a very critical self-evaluation while fearing failure they are likely to experience higher levels of strain and low job satisfaction. In light of the increased prevalence of perfectionism among millennials, human resource should account for this personality trait and the behavioural tendencies connected in personnel development and job design. For instance managers providing feedback and performance reviews on a regular basis might help perfectionists to adopt an objective self-evaluation. Considering that perfectionism is widespread among millennials, findings of previous research (Gursoy et al., 2008; Martin, 2005) pointing out that millennials favour and sometimes even demand regular feedback indicates that feedback might be a possible solution to adequately handle perfectionism at work. Regular feedback also allows immediate change of behaviour and strategies prior to completely failing a task and employees get the possibility to ask for help and recommendations on how to solve difficult tasks thereby reducing the chance of complete failure. Openly communicated and promoted company cultures appraising mistakes as opportunity to improve and learn might also help individuals with perfectionistic concerns to reduce their worries about possible mistakes. In addition, clearly stated performance targets might help perfectionists to overcome their fear of failure and unrealistic performance expectations.

In order to utilize the beneficial effects of job autonomy, human resource might also consider trainings and programs that help employees and especially perfectionistic ones fostering their feeling of competence and self-efficacy and to withdraw from their fear of failure. Previous research based on the self-determination theory of motivation (Deci & Ryan, 2000), emphasized the importance of the fulfilment of the basic need for competence as feeling competent is an important precondition for employees to fully experience the positive effects of job autonomy (Haghbin et al., 2012; Patrick, Skinner, & Connell, 1993). Besides that, high feelings of competence were found to be an effective buffer against possible negative consequences of high job autonomy (Salanova, Peiró, & Schaufeli, 2002).

Dependent on employees' or job applicants' personality and level of perfectionism, some jobs might be considered to be redesigned in order to prevent

high levels of strain. Also mentoring programs and traineeships for entrance level positions might help perfectionistic employees or millennials in general to learn on the job step by step and thereby enhance their feeling of competence thus increasing the efficacy and buffering effect of job autonomy on the stressor-strain relation. According to Gursoy et al. (Gursoy et al., 2008) millennials highly value mentoring programs as they provide them opportunities to learn within a non-evaluative atmosphere and to learn from role models.

To conclude, human resource management and occupational researchers should overthink the assumption of job autonomy being the only resource necessary and also account for interaction effects with personal resources and characteristics to guarantee the efficacy of job characteristics such as job autonomy.

Limitations and suggestions for future research

There are several limitations that come along with the current study findings that need to be noted. One of the major limitations results from the cross-sectional nature of the current study, as no causal conclusion can be made. The significant three-way interactions found in the current study should be further tested using longitudinal study designs to investigate whether job autonomy helps perfectionistic individuals to prevent strain when being exposed to job stressors over a long time period or whether they perceive high levels of job autonomy as additional burden increasing in higher levels of strain in the long term. Also longitudinal studies should investigate how employees utilize their job autonomy and whether they are able to use to enhance their motivation and experience personal growth as initially intended by Karasek (1979) or whether they use job autonomy to procrastinate to prevent themselves from strain and bring them temporary relief and positive mood while it leads to higher levels of strain in the long run.

Additionally, as in the present study only self-report instruments were used to measure the variables of interest resulting in subjective data, future research might focus on objective measures, especially to assess the dimensions of burn-out. Using only subjective data also arises problems with common-method variance, which in case of moderated moderation analysis might makes it more difficult to detect three-way interactions (Aiken & West, 1991). This issue might have had an influence on the results of the analyses and therefore should be account-

ed for in future research.

Another important limitation results from the size of the study sample and the concomitant small effect size. In order to find a medium to large moderated moderation effect, a quite large study sample needs to be obtained (McClelland & Judd, 1993). A priori power analyses calculated a necessary sample size consisting between 360 and 640 participants to be able to detect small to medium moderation effects, with a sample size of $N = 276$ my study is falling short. This might explain why only a three-way interaction between time pressure, job autonomy and perfectionistic concerns with exhaustion as criterion but not with perfectionistic strivings as moderator and job satisfaction as criterion was found.

Further, the generalizability of the study results is limited, due to the rather homogeneous sample with academic participants and women being overrepresented. Some of the participants were recruited via the previously mentioned platform called SurveyCircle, a platform where mostly students enrolled in master programs participate in studies in order to recruit participants for their own surveys. Registered researchers can post their survey and recruit participants, who earn credits for participation. These credits help them to increase the position of their own study in the survey ranking, with higher rankings resulting in higher credits being granted to others for study participation. Recruiting participants via SurveyCircle resulted in an overrepresentation of highly educated study participants. Possible distortion of study results due to participants rushing through the survey only aiming for a higher survey ranking of one's own study can be mostly eliminated as response times were screened for saliences and with salient data sets being excluded from analyses.

Finally, since besides the job characteristics time pressure and job autonomy no other information about study participants' jobs were gathered and study participants were not recruited from one particular company or department, the (non-) significance of the study findings might be due to other variables that have not been assessed.

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APPENDIX

List of Tables

Table 1 Descriptive Statistics, Bivariate Correlations and internal consistencies	21
Table 2 Hierarchical regression model 1a for time pressure predicting exhaustion ..	25
Table 3 Hierarchical regression model 1b for time pressure predicting exhaustion ..	26
Table 4 Hierarchical regression model 2a for time pressure predicting job satisfaction	27
Table 5 Hierarchical regression model 2b for time pressure predicting job satisfaction	28
Table 6 Simple Slopes for Time Pressure Predicting Exhaustion and Slope Differences.....	29

List of Figures

Figure 1. Moderating effects of perfectionism and job autonomy on the time pressure – burnout relation.....	15
Figure 2 Moderating effects of perfectionism and job autonomy on the time pressure – job satisfaction relation	15
Figure 3. The time pressure x job autonomy x perfectionistic concerns interaction effect on exhaustion.....	23

Abstract (English)

Being just good is not good enough any more, nothing else than flawlessness is what perfectionists expect from themselves. Perfectionism as multidimensional construct comprises positive aspects such as high personal standards – labelled as perfectionistic concerns, as well as negative aspects such as judgemental self-evaluation and fear of failure – consolidated as perfectionistic concerns. Recent research revealed increases in perfectionism among millennials and pointed out negative consequences of the millennial trends on work-related outcomes including exhaustion and job-dissatisfaction. Besides perfectionism, also increases in job autonomy in modern working worlds have been reported, a trend millennials actively drive forward by demanding work-life balance. The present study investigated possible interaction effects between perfectionism as personal characteristic and job characteristics such as job autonomy and time pressure based on the Demand-control-person model, an expansion of Karasek's demand-control model that accounts for personality traits. One significant three-way interaction was found between time pressure, job autonomy and perfectionistic concerns, indicating that different from what was expected job autonomy only benefits individuals with high perfectionistic concerns but not those with low concerns. No significant three-way interaction could be found for job-satisfaction as dependent variable. Suggestions for future research on the effects of perfectionism on work-related outcomes as well as practical implications for human resources on managing perfectionists were discussed.

Abstract (German)

Einfach nur gut sein ist nicht mehr gut genug, Perfektionisten erwarten nichts anderes als Makellosigkeit von sich selbst. Perfektionismus als multidimensionales Konstrukt umfasst sowohl positive Aspekte z.B. hohe persönliche Standards, die unter dem Begriff perfektionistisches Streben zusammengefasst werden, als auch negative Aspekte wie kritische Selbstevaluierung und Versagensängste, die als Perfektionistische Bedenken definiert werden. Aktuelle Studien deuten darauf hin, dass Perfektionismus vor allem unter Millennials sehr weit verbreitet ist und mit negativen Folgen wie niedriger Arbeitszufriedenheit und höherer Erschöpfung einhergeht. Millennials unterscheiden sich nicht nur

hinsichtlich ihrer Persönlichkeit von anderen Generationen, sondern sie legen auch mehr Wert auf andere Arbeitswerte beispielsweise die Möglichkeit zur Vereinbarkeit von Familie und Beruf. Infolgedessen wurden viele Arbeitsplätze mit mehr Autonomie ausgestattet und ermöglichen nun verstärkt eigenverantwortliches Handeln und Planen. In der vorliegenden Studie wird untersucht, ob und wie Perfektionismus als Persönlichkeitsfaktor mit arbeitsbezogenen Faktoren wie Autonomie und Zeitdruck interferiert und wie sich eine mögliche Interaktion auf die Arbeitszufriedenheit sowie Erschöpfung auswirkt. Als theoretische Grundlage dient das Anforderungs-Kontroll-Personen-Modell, eine Weiterführung des Anforderungs-Kontroll-Modells von Karasek, das auch Persönlichkeitsaspekte berücksichtigt. Es konnte eine signifikante Dreifach-Interaktion zwischen Zeitdruck, Autonomie und Perfektionistischen Bedenken aufgezeigt werden, die darauf hindeutet, dass anders als erwartet nur Personen mit starken perfektionistischen Bedenken von Autonomie am Arbeitsplatz profitieren, sodass sie auch bei steigendem Zeitdruck keine erhöhte Erschöpfung vorweisen. Für Arbeitszufriedenheit konnte keine signifikante Dreifach-Interaktion nachgewiesen werden. In der abschließenden Diskussion werden neben Empfehlungen für weiterführende Forschung auch praktische Handlungsempfehlungen im Umgang mit perfektionistischen MitarbeiterInnen genannt.

Eidesstaatliche Erklärung

Ich erkläre hiermit an Eides statt, die vorliegende Arbeit selbständig und ohne Benutzung anderer als der angegebenen Hilfsmittel angefertigt zu haben. Die aus fremden Quellen direkt oder indirekt übernommenen Gedanken sind als solche kenntlich gemacht. Die Arbeit wurde bisher in gleicher oder ähnlicher Form keiner anderen Prüfungsbehörde vorgelegt und auch noch nicht veröffentlicht.

Wien, am 18.12.2019



Magdalena Kohlbauer, BSc BSc (WU)

Survey Material

Seite 01

Liebe Teilnehmerin, lieber Teilnehmer,

Es freut mich, dass Sie sich die Zeit nehmen, an der Befragung teilzunehmen!

Diese erfolgt im Rahmen meiner Masterarbeit am Institut für angewandte Psychologie: Arbeit, Bildung, Wirtschaft der Universität Wien und behandelt das Thema Perfektionismus am Arbeitsplatz.

Auf den folgenden Seiten finden Sie Fragen und Aussagen zu Ihrer Person und Arbeit. Sie sollten diese Aussagen anhand vorgegebener Antwortalternativen beurteilen. Kreuzen Sie dazu bitte für jede Frage die Antwort an, die am ehesten auf Sie zutrifft. Selbstverständlich werden Ihre Aussagen streng vertraulich behandelt und in anonymisierter Form ausgewertet.

Die Beantwortung der Fragen wird ca. 5-10 Minuten in Anspruch nehmen.

Ihre Teilnahme an dieser Befragung ist freiwillig und der Fragebogen kann jederzeit abgebrochen werden.

Bitte beachten Sie, dass ich Ihren Fragebogen nur dann verwerten kann, wenn Sie alle Fragen beantworten. Sollten Sie das Fenster schließen und den Fragebogen abbrechen, besteht keine Möglichkeit ihn zu einem späteren Zeitpunkt wieder an derselben Stelle zu öffnen.

Bei Fragen zum Fragebogen können Sie mich jederzeit unter a01152814@unet.univie.ac.at kontaktieren.

Vielen Dank für Ihre Teilnahme!

Magdalena Kohlbauer

Seite 02

Datenschutz

Im Sinne der Datenschutzgrundverordnung (DSGVO) und der daraus resultierenden Informationspflicht ersuchen wir Sie um Kenntnisnahme der nachstehenden Mitteilung:

Die Datenverarbeitung erfolgt ausschließlich für nachstehenden Zweck: Masterarbeit im Fach Psychologie. Verantwortliche der Datenverarbeitung ist – Magdalena Kohlbauer, a01152814@unet.univie.ac.at.

Ihre persönlichen Daten werden in anonymisierter Form gespeichert, d.h. wir können Ihre persönlichen Angaben nicht den Angaben im Fragebogen zuordnen. Dadurch wird im Rahmen der wissenschaftlichen Auswertung kein Unbefugter Ihre persönlichen Daten erhalten.

Bitte unterschreiben Sie die Einwilligungserklärung nur,

- wenn Sie Art und Ablauf der Studie vollständig verstanden haben,
- wenn Sie bereit sind, der Teilnahme zuzustimmen und
- wenn Sie sich über Ihre Rechte als Teilnehmer/in an dieser Studie im Klaren sind.

Falls Sie mit einer Teilnahme einverstanden sind, bitten wir Sie Ihre Einwilligung zur Studienteilnahme im Fragebogen zu erteilen. Sollten Sie weitere Fragen haben, können Sie sich jederzeit gerne an mich wenden.

Vielen Dank für Ihre Teilnahme!

☐ Ich erkläre mich mit obigem Inhalt einverstanden und nehme an der Studie teil.

Seite 03

Bitte machen Sie nachfolgend Angaben zu Ihrer Person!

1. Geschlecht

[Bitte auswählen] ▾

2. Wie alt sind Sie?

Jahre

3. Was ist Ihre höchste abgeschlossene Ausbildung?

[Bitte auswählen] ▾

Bitte beantworten Sie die nachstehenden Fragen!

	sehr selten	selten	gelegentlich	oft	sehr oft
Wie häufig stehen Sie unter Zeitdruck?	☐	☐	☐	☐	☐
Wie häufig passiert es, daß Sie schneller arbeiten, als sie es normalerweise tun, um die Arbeit zu schaffen?	☐	☐	☐	☐	☐
Wie oft kommt es vor, daß Sie wegen zuviel Arbeit nicht oder verspätet in die Pause gehen können?	☐	☐	☐	☐	☐
Wie oft kommt es vor, daß Sie wegen zuviel Arbeit verspätet in den Feierabend gehen können?	☐	☐	☐	☐	☐
Wie oft wird bei Ihrer Arbeit ein hohes Arbeitstempo verlangt?	☐	☐	☐	☐	☐

Seite 06

Wie häufig treffen folgende Angaben auf Sie zu?

	sehr selten	selten	gelegentlich	oft	sehr oft
Bei der Arbeit fühle ich mich psychisch erschöpft	☐	☐	☐	☐	☐
Alles was ich bei der Arbeit tue, kostet mich große Mühe	☐	☐	☐	☐	☐
Nach einem Arbeitstag fällt es mir schwer mich zu erholen	☐	☐	☐	☐	☐
Bei der Arbeit fühle ich mich körperlich erschöpft	☐	☐	☐	☐	☐
Wenn ich morgens aufstehe, fehlt mir die Energie einen neuen Arbeitstag zu beginnen	☐	☐	☐	☐	☐
Ich will bei der Arbeit aktiv sein, aber irgendwie schaffe ich es nicht	☐	☐	☐	☐	☐
Wenn ich mich bei der Arbeit anstrengte, werde ich schneller müde als gewöhnlich	☐	☐	☐	☐	☐
Am Ende meines Arbeitstages fühle ich mich psychisch erschöpft und ausgelaugt	☐	☐	☐	☐	☐
Ich kann keine Begeisterung für meine Arbeit aufbringen	☐	☐	☐	☐	☐
Bei der Arbeit denke ich nicht darüber nach was ich tue und funktioniere wie auf „Autopilot“	☐	☐	☐	☐	☐
Ich fühle eine starke Abneigung gegen meine Arbeit	☐	☐	☐	☐	☐
Meine Arbeit ist mir gleichgültig	☐	☐	☐	☐	☐

	sehr selten	selten	gelegentlich	oft	sehr oft
Ich bezweifle, dass meine Arbeit anderen überhaupt etwas bedeutet	☐	☐	☐	☐	☐
Bei meiner Arbeit habe ich das Gefühl, keine Kontrolle über meine Emotionen zu haben	☐	☐	☐	☐	☐
Ich erkenne mich selbst nicht wieder in der Art, wie ich bei der Arbeit emotional reagiere	☐	☐	☐	☐	☐
Während meiner Arbeit werde ich schnell gereizt, wenn Dinge nicht so laufen wie ich will	☐	☐	☐	☐	☐
Ich werde wütend oder traurig bei der Arbeit, ohne zu wissen warum	☐	☐	☐	☐	☐
Bei meiner Arbeit kommt es vor, dass ich emotional überreagiere, ohne es zu wollen	☐	☐	☐	☐	☐
Bei der Arbeit habe ich Mühe, aufmerksam zu bleiben	☐	☐	☐	☐	☐
Bei der Arbeit fällt es mir schwer, klar zu denken	☐	☐	☐	☐	☐
Bei der Arbeit bin ich vergesslich und leicht ablenkbar	☐	☐	☐	☐	☐
Bei der Arbeit habe ich Mühe, mich zu konzentrieren	☐	☐	☐	☐	☐
Ich mache Fehler in meiner Arbeit, weil ich in Gedanken bei anderen Dingen bin	☐	☐	☐	☐	☐
Mein Gewicht schwankt, obwohl ich nicht auf Diät bin	☐	☐	☐	☐	☐

	sehr selten	selten	gelegentlich	oft	sehr oft
Ich habe Probleme einzuschlafen oder durchzuschlafen	☐	☐	☐	☐	☐
Ich neige dazu, mir Sorgen zu machen	☐	☐	☐	☐	☐
Ich fühle mich angespannt und gestresst	☐	☐	☐	☐	☐
Ich fühle mich ängstlich oder leide an Panikattacken	☐	☐	☐	☐	☐
Lärm oder Menschenmengen stören mich	☐	☐	☐	☐	☐
Ich leide an Herzrasen oder Brustschmerzen	☐	☐	☐	☐	☐
Ich leide an Magen- oder Darmbeschwerden	☐	☐	☐	☐	☐
Ich leide an Kopfschmerzen	☐	☐	☐	☐	☐
Ich leide an Muskelschmerzen, zum Beispiel in Nacken, Schulter oder Rücken	☐	☐	☐	☐	☐
Ich werde oft krank	☐	☐	☐	☐	☐

Seite 07

	überhaupt nicht zufrieden	nicht zufrieden	eher nicht zufrieden	eher zufrieden	zufrieden	sehr zufrieden
Alles in allem wie zufrieden sind Sie mit Ihrer Arbeit?	☐	☐	☐	☐	☐	☐

Letzte Seite

Vielen Dank für Ihre Teilnahme!

Wir möchten uns ganz herzlich für Ihre Mithilfe bedanken.

Ihre Antworten wurden gespeichert, Sie können das Browser-Fenster nun schließen.

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