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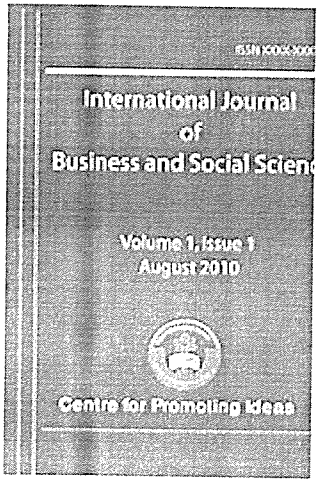


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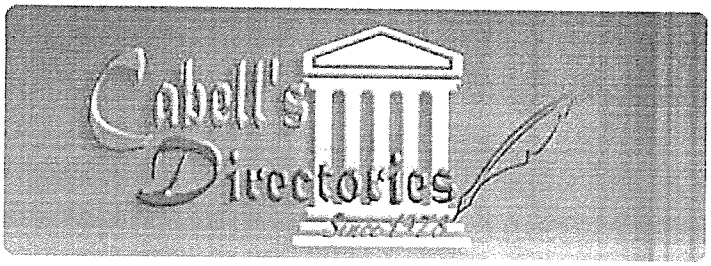


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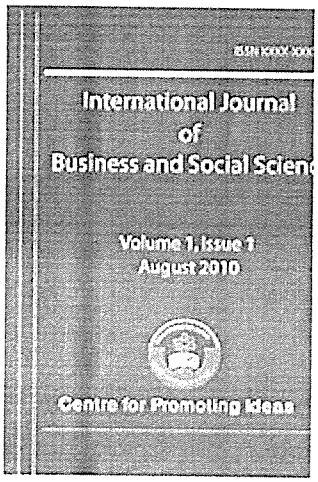



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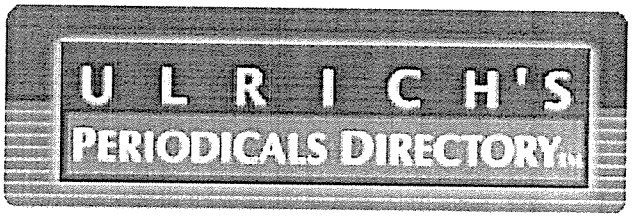


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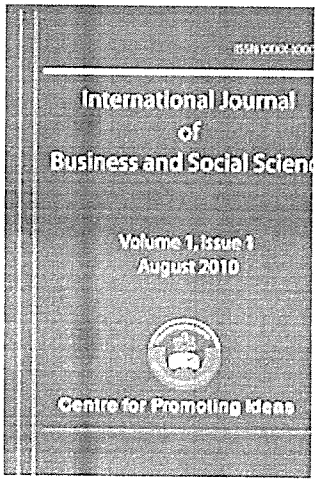


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# SMEs Context of Turkey from the Relational Perspective of Members' Perfectionism, Work Family Conflict and Burnout

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## Abstract

*Small and Medium Sized Enterprises (SMEs) became the driving force of nations' economies for a long time. Related concepts such as entrepreneurship, start-ups, innovations and alike also started to forge major academic research domains and real life practice. SMEs, especially in Turkey represents family-owned organizational structures with as high as 94 percent, therefore they hold the dynamics of work-family balance in a larger milieu. On the other hand, in order to attain high standards, perfectionism is welcomed in the culture and seen as an influencing factor for the success. In this paper, the impact of adaptive and maladaptive forms of perfectionism on work-to-family (WFC), and family-to-work (FWC) conflict, and burnout syndromes of the employees of Turkish SMEs are investigated. Research questions related to "how different aspects of perfectionism as individual antecedents affect WFC, FWC, and burnout: and whether WFC and FWC acted as mediators between perfectionism and burnout" are detailed in that context. Sample of 342 white color employees working full time in private SMEs in Istanbul, Turkey were selected and the Structural Equation Modeling results showed the differential effects of adaptive and maladaptive forms of perfectionism on WFC, FWC, and burnout. Furthermore, indirect effects of maladaptive perfectionism on burnout through WFC and FWC were confirmed by the SOBEL tests with implications for further research areas.*

**Key Words**: Small and Medium Enterprises, Family-Owned Enterprises, Adaptive Perfectionism, Maladaptive Perfectionism, Work to Family Conflict, Family to Work Conflict, Burnout Syndrome, Turkish Business Context

## *I. Introduction*

Small and medium-sized enterprises (SMEs) are named after the number of employment they create but in contrast to their name they constitute a large share in nations' economic development. According to KOSGEB (Small and Medium Enterprises Development Organization of Turkey) "*The share of SMEs in total firms can account for as high as 95% and it is found that SMEs with 250 employees or less generate 86% of the new jobs.*" (Kosgeb 2012 p.3). On the other hand, according to Tatoglu et al "*The dominant non-governmental business structure in Turkey is the family-owned firm. 90% of enterprises are family firms, and 94.1% of small and medium sized enterprises in Turkey are family firms.*" (Tatoglu et al., 2008 p 157)

Accordingly, many international organizations such as United Nations Development Program (UNDP), European Union (EU), Organization for Economic Co-operation and Development (OECD) and World Bank circulate reports on the role of small and medium sized enterprises within the economic growth strategies as well as in poverty and inequality alleviation strategies of emerging and developing countries. Respectively, the successes of SMEs and factors that can enhance chances of achievement are widely supported. Among those factors, work family conflict (WFC) and burnout concepts are still the subject of growing interest among researchers due to its implications for both organizations and employees especially in the context of business domain with family-owned SMEs (Allen, Herst, Bruck and Sutton, 2000; Eby, Casper, Lockwood, Bordeaux and Brinley, 2005; Hargis, Kotrba, Zhdanova, and Baltes, 2011).

The majority of WFC research to date has focused on the consequences of WFC and most of the studies showed its relations with multiple work-related, nonworking-related and stress related outcomes (Allen, et al., 2000, Byron, 2005; Kossek and Ozeki, 1998; Michel, Kotrba, Mitchelson, Clark, and Baltes, 2011).To a lesser extent research has focused on the antecedents of WFC such as role conflict, role ambiguity, role overload, gender, marital status, number of children, number of hours worked per week (e.g. Beaty, 1996; Greenhaus and Beutell, 1985; Hargis et al., 2011). Although these studies have provided significant insights into the causes of WFC, substantial room for further development remains. Researchers have recently turned their attention to the dispositional correlates of WFC. Till now, studies specifically focused on Type A Behavior, Negative Affectivity, Locus of Control, and Big Five Personality Dimensions as the dispositional antecedents of WFC (Burke, 1988; Carlson, 1999; Frone, Russel and Cooper, 1993; Hargis et al., 2011; Leneghan, Buda, and Eisner, 2007; Stoeva, Chiu, and Grenhaus, 2002). On the other hand when the nature of work family interference and possible antecedents of the WFC construct are considered, there is still other dispositional employee characteristics related with employee well being that requires further attention (Byron, 2005; Eby et al., 2005).

Among the dispositional characteristics, one that recently has taken the attention of scholars is perfectionism (Mitchelson, 2009). Despite the growing theoretical and research interest in the construct of perfectionism over the last decade, a precise definition of perfectionism still remains rather controversial. Even though perfectionism literature mostly assumed a pathological orientation focusing on negative aspects of perfectionism without recognizing the positive aspects; an emerging body of evidence has supported the validity of two-dimensional nature of perfectionism: adaptive and mal-adaptive perfectionism (Stoeber & Otto, 2006). In this paper, the multidimensionality of the construct of perfectionism and differential effects of adaptive and maladaptive types of perfectionism on employees' perception of WFC in the Turkish SMEs' culture are clarified. Furthermore testing the mediating role of WFC between perfectionism and burnout will shed light on the underlying mechanisms of the relationship between perfectionism and employee well-being and ill-being for the sustainable achievement of family-owned SMEs.

## *2. Literature Review*

### 2.1 Perfectionism

From the philosophical perspective, perfectionism is simply defined as a "*meticulous pursuit to reach excellence*" (Moreh, 1998). Definitions such as "*a drive for excellence, an intrinsic motivation ...[for]... striving for perfection...*" or "*a disposition to feel that anything less than perfect is unacceptable...*", on the other hand, rouse the debates about its comprehensiveness (for a review see Slaney, Rice, Mobley, Trippi, & Ashby, 2001; Slaney and Ashby, 1996).

At the beginnings of the scientific inquiry on perfectionism, researchers and psychologists had concentrated on and stressed the pathological and negative aspects of it, however by the time it has been realized that it might be a multidimensional construct including both negative and positive aspects. Hamachek (1978, as cited in Patch, 1984) was one of the pioneers to categorize perfectionism into two dimensions as "normal and positive" and "neurotic and dysfunctional". According to Hamachek, people with normal perfectionism set high standards in a similar way to the person with neurotic perfectionism but they feel satisfied when the standards are achieved whereas maladaptive perfectionists do not feel satisfied and harshly criticize themselves even for minor mistakes. Frost, Martin, Lahart and Rosenblate, who are among the well known researchers on the topic, defined perfectionism as "*the setting of excessively high standards for performance accompanied by overly critical self evaluations*" (as cited in Frost, Heimberg, Holt, Mattia and Neubauer, 1993, p 119) and also asserted the multidimensionality of perfectionism and developed Frost Multidimensional Perfectionism Scale (FMPS) in 1990.

The measure they developed; including six different dimensions: Concern over Mistakes, Doubts about Actions, Personal Standards, Parental Expectations, Parental Criticism, and Organization; has been extensively used in perfectionism research, and numerous studies showed that its subscales measuring the negative aspects of perfectionism are found to be related with several psychological problems like emotional distress, depression and anxiety disorders (Erozkan, Karakaş, Ata, and Ayberk, 2011; Frost, et. al., 1993). Hewitt and Flett (1991a) also suggested another multidimensional model to conceptualize the construct and developed Multidimensional Perfectionism Scale consisting of three dimensions as Self-Oriented Perfectionism, Socially-Prescribed Perfectionism and Other-Oriented Perfectionism. In a study to review and compare these two multidimensional scales, Frost et. al. (1993) found out that some of the subscales of FMPS and MPS correlated significantly with noteworthy coefficients. In addition, the factor analyzes applied to all subscales yielded with two main dimensions as Maladaptive Evaluation Concerns and Positive Achievement Strivings. As expected Personal Standards, Organization, Self-Oriented Perfectionism and Other Oriented Perfectionism scales convened as Positive Achievement Strivings; and Concern over Mistakes, Doubts about Actions, Parental Criticism, Parental Expectations and Socially-Prescribed Perfectionism conjoined as Maladaptive Evaluation Concerns. Moreover their study also disclosed that Maladaptive Evaluation Concerns had significant positive correlations with BDI (Beck Depression Inventory) and Negative Affectivity; whilst Positive Achievement Strivings had a significant positive relationship with Positive Affectivity (Frost, et al., 1993). Frost et al.'s (1993) work is important for the 2 contributions they made to the perfectionism research. First of all their study proved that perfectionism is a multidimensional construct having two major dimensions at the top as positive (adaptive) and negative (maladaptive). Secondly they showed that adaptive and maladaptive dimensions are related to different psychological characteristics and outcomes. After Frost et al.'s study although the conceptions and approaches were different, most of the studies generated evidence for both negative and positive aspects of perfectionism (Enns and Cox 2002; Stoeber and Otto, 2006).

As for the most recent conceptualization, Johnson and Slaney (1996) also distinguished adaptive and maladaptive perfectionism based on the findings of the instruments that they developed. The Almost Perfect Scale (APS) was originally developed by the researchers in 1996 and it was then revised by Slaney et al. in 2001. Exploratory and confirmatory factor analyzes yielded three sub scales of Standards, Discrepancy, and Order, and supported the factor structure and independence of the adaptive and maladaptive dimensions. In their conceptualization, adaptive perfectionism reflects high personal standards and expectations and orderliness whereas, maladaptive perfectionism is related with the high distress experienced due to discrepancy between actual performance and expected standards. To sum up, the results of the studies presented above, support the validity of the dimensionality of perfectionism construct; that is, adaptive and maladaptive dimensions of perfectionism seem to be distinguishable both conceptually and statistically (Enns & Cox, 2002) and they can be considered as a construct to investigate for SMEs success for two reasons.

First of all, negative implications of perfectionism can be integrated into family related studies. For instance, research findings of several empirical studies demonstrated that perfectionism is associated with various negative outcomes ranging from chronic sense of failure, intolerance of ambiguity, negative reactions to mistakes , low self-efficacy, lower levels of unconditional self-acceptance, hopelessness , procrastination, rumination, excessive responsibility, problems of interpersonal and family functioning, anxiety, and personality problems (e.g: Chang & Rand, 2000; Cox, and Enns, 2003; Flett, Besser, Davis, & Hewitt, 2003; Flett, Greene, & Hewitt, 2004; Frost and Steketee, 1997; Hart, Gilner, Haring, Hewitt, & Flett, 2003; Onwuegbuzie, 2000; Scheweitzer & Hamilton, 2002; Wittenberg & Norcross, 2001). Therefore the root source of failure can be diagnosed and prevented with a clear portrayal of perfectionism.

Secondly, the positive implications of perfectionism can be welcomed and rooted in the family accepted interrelations. Similarly, various studies with an emphasis on healthy and positive aspects of perfectionism showed that perfectionist strivings are related to positive characteristics such as: positive affect, satisfaction with life, extroversion, conscientiousness, openness, agreeableness, endurance, external locus of control, performance, less procrastination, fewer inferiority feelings, lower immature ego defenses, family satisfaction, self esteem; social interest and willingness to go along with others, greater personal and interpersonal control and faster decision times; which are also appreciated in many disciplines such as for entrepreneurial development and SMEs /micro-institutions related economic progress of countries. (e.g.:Ashby, Kottmann, and Stoltz, 2006; Chang, 2002; Gilman, Ashby, Sverko, Florell and Varjas, 2005; Stoeber and Otto, 2006; Ulu and Tezer, 2010).

Hence it is important and required to articulate the differential effects of adaptive and maladaptive aspects of perfectionism on employees' perceptions of WFC and FWC, and their differential indirect effects on employee burnout.

### 2.2. Work Family Conflict and Burnout

Work-family conflict and family-work conflict are distinct, but conceptually related forms of inter-role conflict (Ford, Heinen, and Langkamer, 2007; Mitchel and Hargis, 2008; Netemeyer, Boles, McMurrian, 1996). Work-family conflict refers to "*a form of inter-role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities*" and family-work conflict refers to "*a form of inter-role conflict in which the general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities*" (Netemeyer et al., 1996, p. 401). Both forms of conflict basically result from an individual's attempts to meet an overabundance of demands emanating from the home/family and work domains in which the individual operates. The demands coming from one domain make performance of roles in the other domain more difficult. Greenhaus and Beutell (1985) defined WFC as occurring when individuals' efforts to fulfill roles at work interfere with efforts to fulfill roles outside of work and vice versa. Greenhaus and Beutell identified three dimensions of WFC: time-based, strain-based, and behavior-based conflict. Time-based conflict occurs when time spent on activities in one role impede the fulfillment of responsibilities in another role. Strain-based conflict occurs when pressures from one role interfere with fulfilling the requirements of another role. Lastly, behavior-based conflict occurs when behaviors performed in one role are difficult to adjust to be compatible with behavior patterns in another role.

A review of the literature suggests several common categories of influences on WFC. The dominant theoretical approach has been based on role theory (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964) and the examination of role variables such as role conflict, role ambiguity, and role overload (e.g.: Greenhaus & Beutell, 1985). Another area of focus has been on demographic factors and dispositional traits. (e.g., Frone, Yardley, & Markel, 1997; Stoeva, Chiu, & Greenhaus, 2002). Due to the less consideration given to the role of individual differences and personality on WFC, researchers still insist on calling for studying the effects of different personality traits on the perception of work family interference (Byron, 2005; Eby, et al., 2005; Mitchelson, 2009; Young, Michel, Mitchelson, & Baltes, 2004). A few studies conducted concentrated on Big Five personality traits, Type A Personality, Locus of Control and Negative Affect. Among the Big Five neuroticism has been found to be positively related with both WFC, FWC, and time and strain based WFC; on the other hand agreeableness and conscientiousness found to be negatively related with WFC and FWC (e.g.: Bruck & Allen, 2003; Wayne, Musica, & Fleeson, 2004). Stoeva et al. (2002) and Bruck and Allen (2003) also found out a positive relationship with Negative Affect and WFC and FWC.

The results of these studies suggest that emotional instability and maladjustment related traits increase the likelihood of perceiving more WFC, while a tendency to be easy going in social relations and planned and organized working habits decrease the probability of perceiving more WFC. Perfectionism is one of the specific personality traits that are thought to be affective on how employees perceive WFC. Previously Mitchelson and Burns (1998) reported that maladaptive socially prescribed perfectionism was positively related with emotional exhaustion and parental distress and negatively related with life satisfaction. Recently Mitchelson (2009) also found that employees having adaptive perfectionism tend to have less strain and time based FWC, and less behavior based WFC. In this study we aimed to articulate the differential effects of adaptive and maladaptive forms of perfectionism on employees perception of WFC and FWC in the Turkish context which have tighter family bounds and collectivistic tendencies compared to the Western Societies in which the previous studies has been conducted. The traditional Turkish family system is extended and patriarchal. Although the contemporary Turkish families, especially the ones in the metropolitan areas are made up of working couples, and different from the traditional families; however the kinship is still important and especially the parents still nourish their children's families and sometimes share familial responsibilities. Therefore, due to the universal nature of relationship between perfectionism and WFC and specific nature of family tights in Turkish dominated SMEs, hypotheses can be stated as follow:

$H_{1a}$: Adaptive perfectionism has a negative effect on WFC/FWC in Turkish SMEs context
$H_{1b}$: Maladaptive perfectionism has a positive effect on WFC/FWC in Turkish SME context

On the other hand burnout syndrome is a rising complex phenomenon related to stressful working environment. Over the last decade, several terms have been suggested in an effort to explain burnout syndrome but the most acceptable definition is the one written by Maslach, according to which burnout syndrome is characterized by three dimensions: 1) Emotional exhaustion (depletion of emotional resources to contact with other people) 2) Depersonalization (negative feelings and cynical attitudes toward the recipient of one's services or care) and 3) Reduced personal accomplishment (a tendency to evaluate oneself negatively, particularly with regard to work). The most visible impact of burnout is the decrease in employee's work performance and in the quality of providing service (Maslach and Jackson, 1986). Previous studies supported a positive relationship of maladaptive perfectionism with emotional exhaustion and burnout (e.g.: Appleton, Hall, and Hill, 2009; Chang, 2012; Zhang, Gan and Cham, 2007), so a positive effect of maladaptive perfectionism on burnout can be expected and hypothesized as:

$H_2$: Maladaptive perfectionism has a positive effect on burnout while adaptive perfectionism does not.

### 2.3. The Interaction between Perfectionism, WFC and Burnout in SMEs Context

Increased perceptions of WFC and FWC have been found to associate positively with psychological distress, problems with health, job and family dissatisfaction and negatively relate to employee well-being ( e.g. Allen et al., 2000;Brauchli, Bauer, & Hammig, 2011; Hill, Jacob, Shannon, Brennan, Blachard, and Mortinengo, 2008; Innstrand, Langballe, Espnes, Falkum, Aasland, 2008; Lambert, Hogan, & Altheimer, 2010). Due to the distress emanated from WFC/FWC, an increased level of burnout in employees reporting more WFC /FWC can also be expected. In addition maladaptive perfectionism impact WFC/FWC and WFC/FWC have an impact on burnout because work-family conflict or family-work conflict prevents individuals from fulfilling the demands of their work or family role, and lead to heightened burnout. In other words, in the defined context of Turkish SMEs, WFC and FWC can be expected to mediate the relationship between maladaptive perfectionism and burnout.

$H_3$: WFC / FWC mediate the relationship between maladaptive perfectionism and burnout.

## *3. Method and Analysis*

### 3.1 Participants and Procedure

The sample of this study includes 342 white color employees working full time in private SMEs organizations (with less than 250 employees) from various sectors (finance, manufacturing and service) in Istanbul, Turkey. As a sampling procedure convenience sampling method was used. All the participants were asked to complete the study's instruments on a voluntary basis. The participants consisted of 172 females, 283 males and three participants who did not stated their gender. The participants mean age was 34.35 (s.d.:8.84), with an average of 12.1 years of work experience (s.d.: 8.34), and 7.63 years of tenure in their current organizations (s.d.: 8.81). In terms of educational level participants denoted that 30 of them had a post graduate degree, 175 had a BA degree, and 119 graduated from high school. 16 of them are grouped as the secondary school grade or less. The marital statuses of the participants can be grouped as: 272 married, 162 single and 24 others. 155 of the participants stated that they had a child or children.

### 3.2 Measures

**3.2.1 Perfectionism scale:** The Almost Perfect Scale-Revised (APS-R) was used to measure perfectionism. APS-R is a self-report instrument originally developed by Johnson and Slaney (1996) and later revised by Slaney, Rice, Mobley, Trippi, and Ashby (2001) to measure adaptive and maladaptive dimensions of the perfectionism construct. The APS-R consists of 23 items composed of three subscales: seven items measuring Standards (e.g.: I try to do my best at everything that I do), 12 items measuring Discrepancy (e.g.: I often feel disappointment after completing a task), and four items measuring Order (e.g.: Neatness is important to me). Turkish translation and adaptation of the scale was made by Ulu in 2007. A 6-point rating scale from 1 (Strongly Disagree) to 6 (Strongly Agree) was preferred and used by the researchers. The Cronbach α coefficients for the subscales showed that the sub dimensions of perfectionism were measured reliably: standards:.78, discrepancy:.87, and order:.85.

**3.2.2 Work to family and Family to Work Conflict Scale:** The scale developed by Netemeyer, Boles and Mcmurrian in 1996 was used. There are five items to measure work to family and five items to measure family to work conflict, and 6-point rating scale from 1 (Strongly Disagree) to 6 (Strongly Agree) was administered.

The reliability analyses disclosed that the Cronbach α coefficients for both WFC and FWC are equal, and satisfactory (.93).

**3.2.3 Burnout scale:** Burnout scale developed by Maslach and Jackson (1986) were used composed of 22 items with a 6-point rating scale from 1 (Strongly Disagree) to 6 (Strongly Agree). Turkish translation and adaptation of the scale were made by Ergin in 1992. The scale is composed of 3 factors: nine items measure emotional exhaustion, five items deal with depersonalization and eight items pertaining to decrease in personal accomplishment. The Cronbach α coefficients for the subscales are emotional exhaustion .91, depersonalization .84, and accomplishment .81.

### 3.3 Data Analysis

The hypothesized model was tested with Structural Equation Modeling (SEM) techniques, by using IBM SPSS AMOS 18.0 software package (Arbuckle, 2009). The covariance matrix was analyzed by using the maximum likelihood method of estimation. In addition to the chi-square statistic, model fit was evaluated using The Root Mean Square Error of Approximation (RMSEA), the Comparative Fit Index (CFI), and the Goodness of Fit Index (GFI). In SEM literature it is usually accepted that the ratio of chi-square statistic to degrees of freedom less than 3 is an indicator of a good fit between the model and the observed data. For the other fit indexes; CFI and GFI values larger than .95, and RMSEA values less than .05 indicate good fit (Kline, 2011).

## *4. Results*

### 4.1 Preliminary Analyses

The preliminary analyses like descriptive statistics and zero order correlations were conducted in SPSS 18.0. The means, standard deviations, and zero order correlations of the variables are presented in Table 1. As it can be seen in the table Discrepancy, which constitutes the maladaptive aspect of perfectionism, is positively correlated with WFC and FWC, exhaustion and depersonalization are negatively correlated with personal accomplishment. WFC and FWC are inter correlated and have positive correlations with exhaustion and depersonalization dimensions of burnout.

On the other hand Standards and Order that are emphasized as positive aspects of perfectionism, found to be related positively with personal accomplishment.

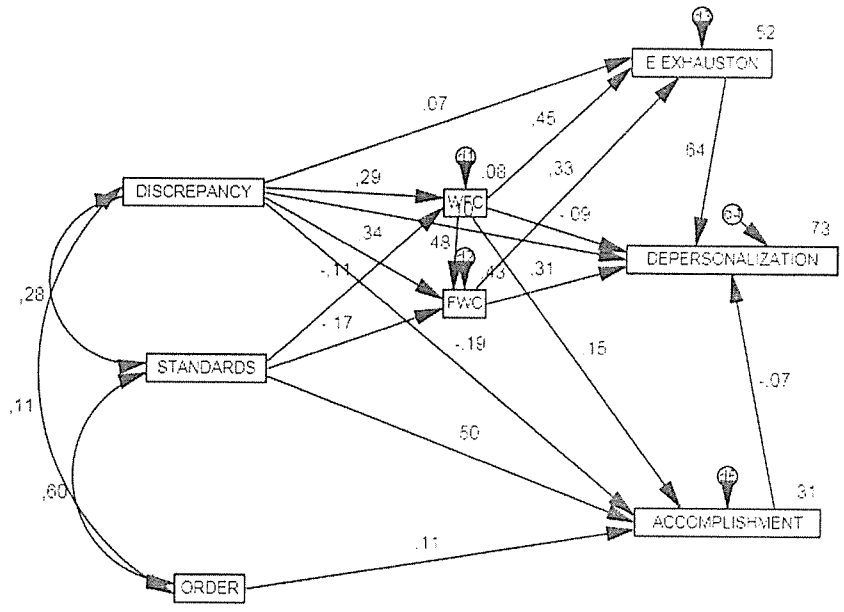
**Table 1: The Means, Standard Deviations, and Correlations of the Variables**

| *Variable* | *M* | *SD* | *2* | *3* | *4* | *5* | *6* | *7* | *8* |
|---|---|---|---|---|---|---|---|---|---|
| 1. Standards | 4.62 | .79 | .28 | .60 | -.03 | -.09 | -.06 | -.08 | .51** |
| 2. Discrepancy | 3.24 | .99 | 1 | .11* | .26** | .42** | .33** | .42** | .00 |
| 3. Order | 4.83 | .97 | | 1 | .04 | -.06 | .03 | .05 | .39** |
| 4. WFC | 2.79 | 1.32 | | | 1 | .58** | .66** | .53** | .09 |
| 5. FWC | 2.06 | 1.16 | | | | 1 | .62** | .70** | -.06 |
| 6. Exhaustion | 2.38 | 1.14 | | | | | 1 | .80** | .07 |
| 7. Depersonalization | 1.99 | 1.11 | | | | | | 1 | -.04 |
| 8. Accomplishment | 4.21 | .93 | | | | | | | 1 |

### 4.2 Structural Model

In order to test hypothesis 1a, 1b, 2 and 3 default model was tested with SEM. However a significant and very large $\chi^2$ statistic: 327.684, chi-square and degrees of freedom ratio (CMIN/DF: 25.206) and poor scores of fit indexes (CFI:.74, GFI:.83, RMSEA:.266) showed that the default model can be rejected. On the other hand modification indices showed that the default model can be enhanced. Through the suggestions of the modification indices and the theoretical considerations the model was improved. The estimates calculated for the final model indicated a good fit with the data. The $\chi^2$ statistic: 10.786 and the probability level of .214 showed that the final model can be accepted. Also the fit indices of the final model was satisfactory (CMIN/DF: 1.348, GFI:.99, CFI: .998, RMSEA: .032). In Table 2 Maximum Likelihood Estimates of the final model showing the relationships between perfectionism, work family conflict and burnout in terms of direct effects are presented. Moreover in Figure 1 the final structural model of the relationships between perfectionism, work family conflict and burnout showing the standardized estimates are presented. As expected, discrepancy yielded a direct positive relation with WFC (γ:.29, p<.01), FWC (γ:.34, p<.01) supporting $H_{1b}$, depersonalization (γ:.11, p<01) and negatively with accomplishment (γ:-.19, p<01) partially supporting $H_2$.

**Figure 1: The Final Model showing the Structural Relationships between Perfectionism, Work-Family Conflict and Burnout in Turkish SME**




As predicted, Standards as a positive aspect of perfectionism is negatively associated with WFC (γ:-.11, p<.01), and FWC (γ: -.17, p.01) partially supporting $H_{1a}$; and positively associated with accomplishment (γ:.50, p<.01). On the other hand WFC was found to be positively related to FWC (γ: .49, p:.01), emotional exhaustion (γ:.45, p<.01), and accomplishment (γ:. .15, p<.05); and associated negatively with depersonalization (γ:-.09, p<.01). Moreover in congruence with previous studies FWC is positively associated with Emotional Exhaustion (γ:.33,p<.01), and Depersonalization (γ.31,p<.1). Finally emotional exhaustion related positively with depersonalization (γ: .64, p<.01) and accomplishment associated negatively with depersonalization (γ: -.07, p<.05).

**Table 2: Maximum Likelihood Estimates for a Recursive Path Model for the Relationships between Perfectionism, Work- Family Conflict and Burnout**

| Parameter | Unstandardized | SE | Standardized |
|---|---|---|---|
| | Direct Effects | | |
| Discrepancy → WFC | .392** | .072 | .294 |
| Discrepancy →FWC | .393** | .052 | .335 |
| Discrepancy→Accomplishment | -.178** | .046 | -.190 |
| Discrepancy→Depersonalization | .118** | .035 | .105 |
| Standards →WFC | -.187* | .090 | -.112 |
| Standards →FWC | -.244** | .062 | -.167 |
| Standards→Accomplishment | .584** | .068 | .501 |
| WFC→FWC | .426** | .037 | .485 |
| WFC→Emotional Exhaustion | .387** | .040 | .448 |
| WFC→Depersonalization | -.079* | .035 | -.094 |
| WFC→ Accomplishment | .108* | .033 | .153 |
| FWC→Emotional Exhaustion | .323** | .048 | .329 |
| FWC→Depersonalization | .295** | .038 | .307 |
| Emotional Exhaustion →Depersonalization | .628** | .040 | .642 |
| Accomplishment→Depersonalization | -.084* | .034 | -.070 |

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

In order to evaluate whether WFC and FWC carries the influence of maladaptive perfectionism (discrepancy) to emotional exhaustion and depersonalization SOBEL tests were applied (Sobel, 1982).

The indirect effects of discrepancy on emotional exhaustion (z: 4.778, p<.001) and discrepancy on depersonalization (z: 4.579, p<.001) through WFC were confirmed. In addition the SOBEL test approved the indirect effect of discrepancy on emotional exhaustion (z: 6.932, p<.001), and on depersonalization (z: 7.233, p<.001) through FWC. Hence it can be said that discrepancy yielded indirect associations with exhaustion and depersonalization through WFC and FWC supporting the $H_3$.

## *5. Conclusion and Discussion*

In accordance to the results of the analyses, the idea that perfectionism is a multidimensional construct taking in both adaptive and maladaptive aspects, and these different forms of perfectionism are related differently to WFC/FWC and burnout are sustained. Both the correlation analysis and SEM results revealed that discrepancy, which reflects the discontent and perceived disparity between standards and actual performance, has been positively associated with WFC, FWC and depersonalization and negatively associated with personal accomplishment. On the other hand standards dimension, subsuming the positive side of the perfectionism has negative relationships with WFC, and FWC; and positive associations with personal accomplishment. These results are in congruence with the previous studies showing the differential aspects of perfectionism (e.g: Chang, 2000; Chang, 2002; Chang et al., 2004; D'Souza, Egan, and Rees, 2011; Enns and Cox, 2002; Frost et al., 1993; Gould, Udry, Tuffey and Loehr, 1996; Johnson and Slaney, 1996; Gilman, et al., 2005; Mitchelson, 2009; Stoeber and Rennert, 2008; Tashman, Tanenbaum and Eklund, 2010).

Recently Tashman et al. (2010) found that maladaptive perfectionism affected perception of stress and caused to the experience of burnout in 177 Florida head and assistant collegiate sport coaches. In addition Mitchelson (2009) denoted that compared to maladaptive perfectionists, adaptive perfectionists had a tendency to have lower strain and time based FWC, and lower behavior based WFC. Those results can imply that when people have maladaptive patterns of perfectionism their perceptions about the both sides of work family conflict increase. Due to the discrepancy between their actual performance and expected standards at both home and work they perceive and live more conflict. As a result of their high standards combining with intense ruminative concern over mistakes, perception of pressure from others to be perfect and perception of discrepancies between their performance and personal standards; they have a tendency to live emotional exhaustion and other symptoms of burnout. Hence maladaptive perfectionist tendencies cause employees to perceive and evaluate their family and work environment negatively, and those negative perceptions may bring on burnout symptoms in the end. As previously stated by Ilies, and friends, subjective perceptions of work load are more important in the perception of WFC instead of actual work conditions (as cited in Hargis et al., 2011). Our study espoused that maladaptive perfectionism might be one of the dispositional traits that may affect this perception.

As another important finding, adaptive perfectionism which consists of "standards" dimension has a positive impact on personal accomplishment. When people are maladaptive perfectionists, their high level of discrepancy and dissatisfaction about their performance diminishes their level of motivation and personal accomplishment However this isn't the case for adaptive perfectionists. Instead, putting standards and being in order but not in a pathological manner increases their level of accomplishment. This study's results show us that perfectionism can serve individuals well if it's healthy and focused toward self-improvement and strong goal orientation but it's important to be aware of it, when you are being self-critical and irrational. Mal-adaptive perfectionists tend to be micromanaging, emphasize hard work over results, and struggle with building and maintaining positive relationships with others. Especially if they are in leadership positions the result can be non-motivated employees, underdeveloped staff, and high turnover levels. Therefore, the impact of perfectionism on different management and leadership styles requires further investigation. At the same time research on possible consequences of working with a maladaptive perfectionist manager on employees' attitudes and behaviors (i.e.: motivation, job satisfaction, intention to quit, extra-role performance, organizational citizenship behavior, job engagement and subjective well being) and organizational outcomes (turnover etc.) requires scientific inquiry. Such an exploration can shed light on practical implications on career planning and managerial selection. As another practical implication, HR departments can also offer Awareness and Employee Assistance Programs for the managers and employees for controlling and overcoming the destructive effects of maladaptive perfectionism. Such a practice would also help organizations to cut personnel health costs, since WFC is also found to be related with increased use of health care resources (Gambles, Lewis, and Rapaport, 2006).

The present study expands the literature on WFI examining "perfectionism" in relation to work-interference-with-family (WIF) and family-interference-with-work (FIW) conflict. The results of this study proved the positive relations of maladaptive perfectionism (e.g. discrepancy) with work-family-conflict (WFC) /family-work conflict (FWC), and negative relations of adaptive perfectionism "standards" with WFC/FWC. This result once more clarifies the different impacts of adaptive and maladaptive perfectionism on role conflict and burnout and congruent with the previous literature. For example, Mitchelson and Burns (1998) had also found that negative perfectionism was positively correlated with cynicism and exhaustion at work and parental distress at home in career mothers. They also found that negative perfectionism was related with decreased sense of overall satisfaction with life and satisfaction with self. Maladaptive aspects of perfectionism increase both family-work and work-family conflict and maladaptive perfectionism can be a personal indicator of both WFC and FWC. This personal indicator may be taken into consideration by managers and HR departments as a selection criterion especially in risky jobs containing high probability of work-family conflict like health and tourism industry and managerial positions.

Another important contribution of this study is showing the mediating effect of WFC between maladaptive perfectionism and burnout. Although WFC acted as a partial mediator this finding clarifies one of the underlying links between perfectionism and burnout.

Besides, a significant impact of WFC on FWC was found ($\gamma$:. 49, p:.01), indicating a spillover affect from WFC to FWC. When people perceive and live WFC, the strain and problems created by this conflict affect family domain (e.g.: Grönlund, 2007; Steiber, 2009), and this may lead to compensation behaviors in the family life causing perceptions of FWC in the end. Moreover WFC was found to be affecting emotional exhaustion and personal accomplishment positively and depersonalization negatively. The positive association of WFC with personal accomplishment might be related with the high performance at work gained through sacrificing family life.

Those findings are extra-implicative for the SMEs context and entrepreneurial intention since according to KOSGEB 60% of all established SMEs in Turkey fail to survive in the subsequent third year. Therefore, given that the significance of SMEs and family owned business in a country's economy are recognized, the survival and success of SMEs depend on their human resources. Preventing the negative factors such as stress, dysfunctional perfectionism and burnout and investing on positive perfectionist applications will leverage the performance related factors and is an important first step to pinpoint the differential aspects of perfectionism on WFI and FWI.

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