

Adaptive and Maladaptive Perfectionism's Relations to Employee Well-Being: Development of a Conceptual Framework

Premika Batra

Santhosh Mohanan

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Abstract

Purpose: This conceptual paper seeks to explore the relationships between adaptive and maladaptive perfectionism and employee well-being among employed mothers in Thailand. Further, the mediating role of family-work conflict (FWC) is discussed. A conceptual framework is illustrated and a quantitative approach that employs path analysis via multiple regression is proposed to test the hypotheses. This includes utilizing three valid and reliable research instruments, the Short Almost Perfect Scale (SAPS), the Family-to-work conflict (FWC) subscale of the Work-Family Conflict Scale (WAFCS), and the Employee Well-Being Scale (EWB Scale) among a sample of employed mothers in Thailand. The expected implications and limitations of the study are also presented.

Keywords: Adaptive Perfectionism, Maladaptive Perfectionism, Family-Work Conflict, Employee Well-Being, Employed Mothers

1. Introduction

Perfectionism is a personality trait that is marked by the relentless pursuit of excellence and high performance standards, typically coupled with a tendency to engage in hypercritical self-evaluations (Flett & Hewitt, 2002; Frost et al., 1990). While perfectionism may fuel motivation and achievement, it has been referred to as a “double-edged sword” (Molnar et al., 2006), often accompanied by negative outcomes such as stress, anxiety, and a diminished sense of well-being (Bieling et al., 2004; Kamushadze et al., 2021).

The prevalence of perfectionism in modern society is shaped by cultural shifts that have created more challenging social and economic conditions (Curran & Hill, 2019). Specifically in the organizational context, these changes foster a meritocratic culture, where individuals are constantly evaluated and ranked, leading to high performance expectations being imposed on employees (Bakker & Schaufeli, 2008; Janssen & Van Yperen, 2004). As perfectionism is increasingly becoming an accepted norm, employees are urged to pursue perfection by dedicating time and effort extensively to their work (Stoeber et al., 2013). Since the drive for perfection is often associated with higher performance (Stoeber et al., 2010), perfectionists can be seen as appealing employees that organizations are keen to invest in. This, in turn, may foster a culture where perfectionistic tendencies are reinforced.

Women, in particular, are exhibiting increased perfectionism (Curran & Hill, 2019). This trend is driven by societal pressures, economic shifts, and changing gender roles. Traditional expectations have historically emphasized caregiving and

homemaking for women, which often carry implicit expectations of flawless performance. Today, the ideal of “doing it all” places additional pressure on women to excel both professionally and at home (Jacques, 2008). As women navigate these dual responsibilities, the push for excellence can intensify perfectionistic behaviors (Eagly & Karau, 2002).

While early views regarded perfectionism as a unidimensional, negative trait (Burns, 1980), contemporary research recognizes its multidimensional nature, distinguishing between its adaptive and maladaptive forms (Frost et al., 1990; Hewitt & Flett, 1991). This shift acknowledges that perfectionism encompasses both positive and negative characteristics.

1.1. Positive and Negative Aspects of Perfectionism

Several authors have drawn distinctions between the positive, or adaptive, and negative, or maladaptive, aspects of perfectionism (Hamachek, 1978; Slaney et al., 2001; Terry-Short et al., 1995). Factor analytic studies have consistently offered support for these two higher-order dimensions of perfectionism, which are also frequently used in meta-analyses that examine perfectionism (e.g., Hill & Curran, 2016; Limburg et al., 2017; Smith et al., 2018). The concept that perfectionism is a multifaceted construct comprised of both adaptive and maladaptive dimensions can be traced back to the work of Hamachek in 1978. Hamachek identified a differentiation between what he termed normal and neurotic forms of perfectionism. According to Hamachek, normal perfectionism involves establishing high yet attainable goals and deriving satisfaction from achieving them. In contrast, neurotic perfectionism entails setting lofty and seemingly unachievable goals while experiencing an inability to find satisfaction in one's own performance. When pursuing elevated performance standards, normal perfectionists demonstrate a level of adaptability in monitoring and appraising their performance. They can modify their standards in response to the specific requirements of a given situation. In contrast, neurotic perfectionists aim for exceptionally high performance standards but struggle to adapt them to situational demands. They find it challenging to experience satisfaction upon completing a task because they tend to be excessively self-critical about making mistakes. For both types of perfectionists, the common trait is their inclination to set high standards. However, the issue lies in their preoccupation with mistakes and the overly critical assessment of their own performance, rather than solely in the establishment of high standards.

Since Hamachek's framework, extensive research has explored both dimensions of perfectionism, using various terminologies such as positive vs. negative perfectionism (Terry-Short et al., 1995), adaptive vs. maladaptive perfectionism (Rice et al., 1998), functional vs. dysfunctional perfectionism (Rhéaume et al., 2000), and healthy vs. unhealthy perfectionism (Stumpf & Parker, 2000). In 1996, Slaney and Ashby conducted a qualitative study on how perfectionists define themselves and perfectionism. They found that high personal standards, along with traits like orderliness and neatness, were commonly associated with perfectionism. However, participants displayed significant variation in self-assessment; most found their perfectionism somewhat distressing, yet none wished to give it up. This reluctance supports the view of perfectionism as a multidimensional construct with both positive and negative aspects. The study revealed that the distress was often linked to the perceived gap between participants' high standards and their actual performance. A follow-up study in 2000 by Slaney and colleagues echoed these findings, with participants expressing ambivalence toward their perfectionistic traits. The distress associated with perfectionism was again connected to the perceived discrepancy between their high standards and their actual performance. These findings suggest that discrepancy is a key negative aspect of perfectionism.

In this study, for consistency and ease of understanding, the label “adaptive perfectionism” will be used to represent the positive aspect of perfectionism and “maladaptive perfectionism” will be used to represent the negative aspect.

1.2. Perfectionism and Employee Well-Being

Numerous studies have explored the relationship between adaptive and maladaptive perfectionism and employee well-being, often using general well-being measures like psychological well-being, life satisfaction, and subjective happiness, while also considering negative factors like depression and anxiety. Generally, adaptive perfectionism correlates with positive well-being indicators, whereas maladaptive perfectionism is linked to negative indicators.

For example, Ekmekci et al. (2021) found that adaptive perfectionism was positively associated with employee well-being among Turkish workers. Kanten and Yeşiltaş (2015) similarly reported that adaptive perfectionism enhanced psychological well-being, while maladaptive perfectionism detracted from it. In a study involving students and employees, Kamushadze et al. (2021) confirmed that adaptive perfectionism predicted higher psychological well-being, while maladaptive perfectionism predicted lower well-being. Suh et al. (2017) focused on college students and found that adaptive perfectionists reported greater meaning in life, happiness, and life satisfaction. Chan (2012) observed similar results among Chinese gifted students, with adaptive perfectionists being the happiest and most satisfied with life, while maladaptive perfectionists were the least so.

Mitchelson and Burns (1998) also noted that maladaptive perfectionism correlated negatively with life satisfaction among career mothers.

Regarding negative well-being indicators, Ozbilir et al. (2015) found that adaptive perfectionism was associated with lower strain compared to maladaptive perfectionism among employees in Canada and Turkey. Stoeber and Rambow (2007) found maladaptive perfectionism linked to depressive symptoms in adolescents, while adaptive perfectionism showed an inverse relationship. Additionally, maladaptive perfectionism correlated with higher anxiety and lower self-confidence among student athletes (Stoeber et al., 2007). These outcomes also corroborate with Bieling et al.'s (2004) study that discovered a strong link between maladaptive perfectionists and depression, anxiety, stress, and test taking anxiety among students. Further, maladaptive perfectionists were also found to display less positive affect (Dunkley et al., 2003), higher stress (Ashby & Gnlika, 2017; Chang et al., 2004), and exhaustion (Mitchelson & Burns, 1998).

1.3. The Role of Family-Work Conflict (FWC)

The link between perfectionism and well-being can be further influenced by mediating factors (Ekmekci et al., 2021). Relevant to this study, is the role of family-work conflict (FWC). FWC is an interrole conflict where features of the family domain, such as its demands, time dedicated, and strain make it difficult for individuals to carry out their responsibilities at work (Netemeyer, 1996). In simple terms, the demands of the family role make performance of the work role more challenging (Greenhaus & Beutell, 1985). For working women in particular, societal expectations as primary caregivers can exacerbate FWC, as they juggle multiple responsibilities (Cerrato & Cifre, 2018). Research shows that increased FWC correlates with negative outcomes, including psychological distress, depression, and lower job satisfaction (Adams et al., 1996; Aryee, 1992; Greenhaus & Beutell, 1985). Longitudinal studies also indicate that FWC can lead to long-term health issues (Frone et al., 1997), as well as affect organizational productivity by reducing job performance and commitment (Kirchmeyer & Cohen, 1999).

1.3.1. Perfectionism and FWC

Studies have shown that individual traits, such as personality and coping abilities, can influence perceptions of FWC (Byron, 2005; Michel et al., 2011). Specifically, perfectionism may distort these perceptions and affect individuals' coping strategies (Deuling, 2010). As such, employees with perfectionistic tendencies often struggle to balance their roles, leading to heightened stress and reduced well-being (Mitchelson, 2009).

The direct relationship between dimensions of perfectionism and FWC has been explored across various studies and populations. In a UK study of public sector employees, maladaptive perfectionism significantly predicted FWC, while adaptive perfectionism was negatively associated with it (Beauregard, 2006). Similar results were found among Turkish samples, where maladaptive perfectionism correlated positively with FWC, and adaptive perfectionism showed a negative relationship (Çalışkan et al., 2014; Ekmekci et al., 2021).

One explanation offered by Mitchelson & Burns (1998) is that individuals high in maladaptive perfectionism tend to be more negatively affected by life challenges than those that are low in maladaptive perfectionism. This may lead them to experience higher levels of perceived interrole conflict. Conversely, adaptive perfectionism is linked to heightened persistence and effort (LoCicero & Ashby, 2000), which may translate to more productive ways of coping with clashing work and home demands. Overall, these findings demonstrate that in comparison to maladaptive perfectionists, adaptive perfectionists are more likely to encounter lowered strain and FWC, specifically when it is time-based (Andreassi, 2011). These findings support the idea that individuals' perceptions of their work and home role demands may vary, depending on how they self-evaluate their performance, which is marked by their tendency towards adaptive and maladaptive perfectionism (Friede & Ryan, 2005).

1.3.2. FWC and Employee Well-Being

Several studies have also investigated the direct link between FWC and employee well-being, using various indicators such as job satisfaction, life satisfaction, and psychological strain. Howard et al. (2004) found that higher levels of conflict between work and family negatively impacted job satisfaction among law enforcement officers. Similarly, Aryee et al. (1999) reported a negative association between FWC and both job and life satisfaction among dual-earning parents in Hong Kong. Rantanen et al. (2011) measured well-being in Finnish employees through work engagement, job satisfaction, and family satisfaction, finding that FWC predicted lower levels in all three areas. Gillet et al. (2021) also found negative associations between FWC and family satisfaction. Additionally, Moreno-Jiménez et al. (2009) found that FWC positively correlated with psychological strain and negatively with life satisfaction.

These findings align with the Affective Events Theory (AET) proposed by Weiss and Cropanzano (1996), which suggests that employee well-being is significantly influenced by environmental conditions both at work and at home. Factors like FWC can directly affect employees' feelings, impacting their overall well-being. Furthermore, AET also recognizes the role of personality traits in influencing individuals' emotional experiences and how they respond to life events. In this way, given the same circumstances, it may be hypothesized that maladaptive perfectionists may have a completely different experience from adaptive perfectionists.

1.3.3. The Mediating Role of FWC Between Perfectionism and Employee Well-Being

Ekmekci et al. 's (2021) study proposed a mediation model where FWC was explored as mediator between perfectionism dimensions and employee well-being. Their study revealed that FWC was a significant mediator in transmitting maladaptive perfectionism's effects to employee well-being. Their findings support the notion that maladaptive perfectionists, perceiving situations as more threatening, exhibit a lower inclination to deal with stress. This predisposition contributes to the level of FWC they experience, which consequently diminishes their overall well-being. Additionally, the rumination tendency observed in maladaptive perfectionists, as highlighted by Desnoyers and Arpin-Cribbie (2015), leads them to dwell on and amplify negative emotions. Consequently, this diminishes their resilience to deal with FWC. As a result, the escalating levels of conflict appear to pose a threat to their well-being.

Conversely, while FWC did not mediate the relationship between adaptive perfectionism and well-being, a significant direct relationship was found. The authors explained that adaptive perfectionists exhibit an ability to actively cope with challenges and formulate effective strategies to achieve their goals, which positively impacts their well-being. Consequently, their elevated personal standards aid in enhancing performance across various roles, effectively managing clashing demands, and ultimately contributing to increased well-being (Ozbilir et al., 2015).

1.4. Statement of the Problem

Perfectionism has gained increased attention over the years, especially regarding its impact on working women and their well-being. Research indicates that women are more likely to exhibit perfectionistic traits due to societal pressures and the challenge of balancing professional and personal roles (Curran & Hill, 2019; Eagly & Karau, 2002; Fardouly et al., 2015). This balance often leads to FWC, which can negatively affect their well-being (Cerrato & Cifre, 2018; Yavas et al., 2008).

The study by Ekmekci et al. (2021) in Turkey found that FWC significantly mediates the relationship between maladaptive perfectionism and employee well-being, while adaptive perfectionism showed a direct positive effect on well-being, contradicting some previous findings (Ozbilir et al., 2015; Xie et al., 2019). Firstly, findings from the study highlight the potential of a mediation model linking dimensions of perfectionism, FWC, and employee well-being. However, there is a significant research gap, as few studies have explored this model and its related variables, indicating a need for further investigation. Secondly, inconsistencies between Ekmekci and colleagues' (2021) findings and earlier research calls for more attention to this unique model and contribution to the literature in this area. Third, given that different dimensions of perfectionism can lead to varied outcomes, it is crucial to distinguish between adaptive and maladaptive perfectionism to understand their relationships with other variables. These arguments present a compelling opportunity to investigate the unique interplay between perfectionism dimensions, FWC, and employee well-being in a population where this phenomenon remains untapped, which is the population of employed mothers based in Thailand. Considering the conceptual framework and the proposed relations among the variables in the model, a study can be conducted. The details of the study to test the model is discussed below.

1.5. Purpose of the Study

The purpose of this study is to explore the mediating role of FWC between perfectionism dimensions (adaptive and maladaptive) and employee well-being among employed mothers in Thailand.

1.6. Significance of the Study

Promoting and preserving employee well-being yields positive outcomes in many ways, both at the individual and organizational level. The relationship between perfectionism dimensions and FWC unveils a complex dynamic that may significantly influence female employees' experiences and well-being. Especially given that women often prioritize family

and work (Sharabi, 2017), conflicts between these two domains can lead to unfavorable outcomes such as psychological distress, depression, and dissatisfaction in personal and marital life, which ultimately compromise their well-being (Adams et al., 1996; Aryee, 1992; Burke, 1988; Chapman et al., 1994; Higgins et al., 1992; Rice et al., 1992; Voydanoff, 1988). This is especially true for perfectionists who aim to excel in their roles as employees and caregivers (Deuling, 2010).

Firstly, understanding the impact of adaptive versus maladaptive perfectionism on well-being is essential, as the outcomes can vary significantly. Recognizing the distinctness of the positive and negative forms of perfectionism can offer a path towards a healthier and more fulfilling pursuit of excellence. By fostering this awareness, individuals can seek resources and coping strategies that allow them to channel their perfectionistic tendencies in more productive directions. Additionally, counselors and organizations can cultivate supportive environments that encourage adaptive perfectionism while addressing maladaptive tendencies. Embracing this complexity allows for tailored strategies that empower individuals to leverage the positive aspects of perfectionism while minimizing its negative effects, ultimately promoting a balanced sense of well-being.

Secondly, understanding how FWC mediates the relationship between perfectionism dimensions and well-being can allow for a deeper understanding of their unique dynamic that remains unexplored. This has the potential to reveal how dispositional characteristics, as opposed to only situational ones, influence well-being. This broader perspective emphasizes the importance of considering perfectionism when examining FWC experiences. By recognizing how perfectionistic tendencies affect perceptions and coping strategies, individuals can become more aware and better equipped to manage the challenges of FWC. This focus can lead to targeted interventions that enhance well-being, reduce stressors, and foster a healthier work-life balance. Additionally, this insight can help organizations develop supportive policies and resources tailored to diverse employee needs and family structures in today's workforce.

Overall, this study seeks to be an extension to the existing literature in this area and in doing so, aims to fill the gap by examining this phenomenon in the population of employed mothers in Thailand.

2. Conceptual Framework

The conceptual framework as shown in Figures 1 and 2 below outlines the expected relationships between each variable in the study. In Figure 1, adaptive perfectionism is the independent variable, and in Figure 2, maladaptive perfectionism is the independent variable. A positive sign denotes a positive relationship, where one variable increases as the other increases. A negative sign denotes a negative relationship, where one variable increases as the other decreases, and vice versa.

In Figure 1, the proposed direct pathway between adaptive perfectionism and employee well-being is positive, where a higher level of adaptive perfectionism is expected to predict a higher level of employee well-being. In terms of the mediating pathway, FWC is expected to mediate the link between adaptive perfectionism and employee well-being; specifically, a higher level of adaptive perfectionism is expected to increase employee well-being levels through lowered FWC levels.

In Figure 2, the proposed directions are opposite to Figure 1. The pathway between maladaptive perfectionism and employee well-being is negative, where a higher level of maladaptive perfectionism is expected to predict lower levels of employee well-being. In terms of the mediating pathway, maladaptive perfectionism is expected to positively predict FWC, while FWC is expected to negatively predict employee well-being. In other words, a higher level of maladaptive perfectionism is expected to heighten FWC levels, which consequently decreases employee well-being levels.

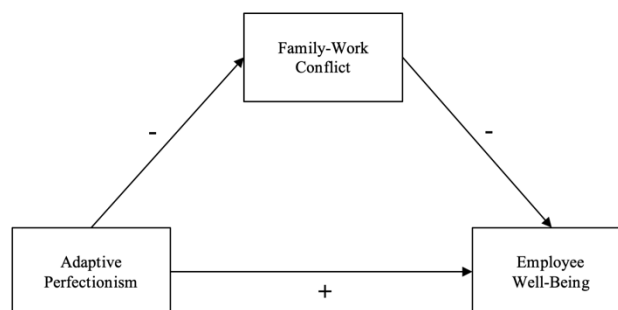


Figure 1: Conceptual Framework of the Study (Adaptive Perfectionism as the Independent Variable)

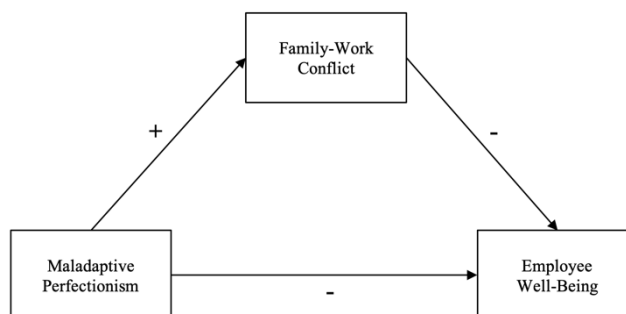


Figure 2: Conceptual Framework of the Study (Maladaptive Perfectionism as the Independent Variable)

2.1. Research Questions

Based on the conceptual framework and review of literature, this conceptual paper aims to answer the following research questions:

1. Do perfectionism dimensions (adaptive and maladaptive) predict employee well-being among employed mothers?
2. Do perfectionism dimensions (adaptive and maladaptive) have indirect effects on employee well-being via FWC as a mediator among employed mothers?

2.2. Research Hypothesis

In order to answer the research questions posited, this paper attempts to test the following hypotheses:

H1: Adaptive perfectionism is a positive predictor of employee well-being among employed mothers, such that the higher the score on adaptive perfectionism, the higher the score on employee well-being.

H2: Maladaptive perfectionism is a negative predictor of employee well-being among employed mothers, such that the higher the score on maladaptive perfectionism, the lower the score on employee well-being.

H3: Adaptive perfectionism has an indirect effect on employee well-being via the mediation of FWC among employed mothers, such that the higher the score on adaptive perfectionism, the higher the score on employee well-being via the indirect effect.

H4: Maladaptive perfectionism has an indirect effect on employee well-being via the mediation of FWC among employed mothers, such that the higher the score on maladaptive perfectionism, the lower the score on employee well-being via the indirect effect.

3. Methodology

This research will employ a quantitative approach based on a path analysis via multiple regression to explore the structural relations among the variables. Participants will be employed mothers that are living in Thailand. Based on the statistical program G*Power version 3.1.9.7 (Faul et al., 2009; Kang, 2021), with the significance level set at 0.05, power at 0.80, and effect size at 0.15 (medium) for a total of 3 predictors, the required minimum sample size is 85 participants. However, to increase the power and external validity of the findings, the sample size can be increased.

The research instrument for this study will consist of an online self-report questionnaire that include items intended to assess participants' perfectionism dimensions, FWC, and employee well-being. Three instruments to be utilized in the include the Short Almost Perfect Scale (SAPS; Rice et al., 2014), the Family-to-work conflict (FWC) subscale of the Work-Family Conflict Scale (WAFCS; Haslam et al., 2014), and the Employee Well-Being Scale (EWB Scale; Zheng et al., 2015). All questionnaires are reported to be reliable and valid (Haslam et al., 2014; Rice et al., 2014; Zheng et al., 2015).

After the data gathering process, valid completed questionnaires will be subjected to statistical treatment. The data collected will be imported to the statistical software SPSS (Statistical Package for the Social Sciences). Regression-based analyses via PROCESS macro (Hayes, 2022) will be used to test the mediation models. As presented in the conceptual

framework, two separate mediation models (one model with adaptive perfectionism as predictor and another model with maladaptive perfectionism as the predictor) will be tested. This helps estimate the unique direct and indirect effect of the specific type of perfectionism while the other one is controlled for.

4. Implications of the Study

This study has several implications in counseling, research, and organizational settings. Firstly, in terms of theoretical implications, the result of this study reaffirms the notion that perfectionism is a multifaceted construct with both positive and negative aspects. Secondly, different forms of perfectionism, such as adaptive and maladaptive perfectionism, can have very different outcomes and influence the same variables in different ways. This emphasizes the importance and necessity of exploring the distinct aspects of perfectionism separately, which in practical settings, can enable more precise interventions and treatments. Finally, this study taps into the link between perfectionism, FWC, and employee well-being by providing insight into the underlying mechanisms that highlights the influence of personality characteristics and situational outcomes on the overall well-being of employees, particularly for working mothers in Thailand.

For counselors, in line with the theoretical implications shared above, counselors should consider perfectionism as a complex, multidimensional construct that includes both adaptive and maladaptive aspects. It is crucial for counselors not to assume that a client's perfectionism is inherently problematic. For example, maladaptive perfectionism was found to be negatively linked to employee well-being, while adaptive perfectionism was not. Therefore, when working with employed mothers, counselors may want to focus their attention on helping clients manage their maladaptive tendencies as compared to adaptive ones, as this is where the main concern lies. Rather than reducing client expectations or high standards, interventions can be directed towards developing healthy and effective coping strategies and managing maladaptive patterns. Counselors should also recognize that maladaptive perfectionism may exacerbate experiences of inter-domain conflicts, such as FWC. Counselors can assist clients in understanding how their maladaptive coping tendencies or thought patterns may be contributing to these conflicts. Since FWC mediates the relationship between maladaptive perfectionism and employee well-being, counselors can scope in on clients' experiences of FWC to improve their well-being. By working together, counselors can help employed mothers be better equipped to handle life's challenges more effectively. Overall, addressing perfectionism can be a valuable approach to improving their self-acceptance and self-awareness regarding their perfectionistic tendencies and thus, improving their overall wellness.

Finally, as FWC plays a significant mediating role in transmitting the effects of maladaptive perfectionism to well-being, organizations can play an integral part in supporting their employees' well-being, especially for working mothers. As suggested by Ekmekci and colleagues (2021), since perfectionists set high standards for themselves, organizations can offer support and training to help these employees manage stress and cope with challenges that may arise in meeting these high expectations as well as enhance their coping skills to better handle stress from both home and work domains. Organizations can also focus on other ways to offer support to their employees, such as through supervisory support, family-supportive policies, and flexible working conditions, which can help lower FWC levels and ultimately, safeguard their well-being.

4. Limitations

This study relies on Slaney et al.'s (1996) definition of perfectionism, which may limit its findings by excluding other nuanced aspects of perfectionism present in alternative conceptualizations. For instance, frameworks developed by Frost et al. (1990) and Hewitt and Flett (1991) incorporate dimensions such as concern over mistakes and socially prescribed perfectionism, which may provide a more comprehensive understanding of the phenomenon. Consequently, the reliance on a singular definition may overlook important factors that influence the experience and impact of perfectionism on other variables. Furthermore, this study does not examine domain-specific perfectionism, particularly in relation to the workplace. Perfectionism can vary widely across different domains, and factors such as job demands, organizational culture, and personal expectations may influence how perfectionism manifests in professional settings.

This study's sole focus on FWC as a mediator presents another limitation, as it does not involve the dynamics of work-family conflict (WFC), which is a distinct but related form of interrole conflict where the work domain affects the family. By not examining how work responsibilities impact family life, the research may miss crucial insights into the bidirectional nature of these conflicts. Examining both forms of conflict may also uncover any potential similarities and differences between the

two in relation to other variables in the study.

Despite these limitations, the study distinguishes itself in its exploration of a unique model that uncovers the relationship between dimensions of perfectionism, FWC, and employee well-being among employed mothers in Thailand, which is an area that is previously unexplored.

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Appendices

Appendix 1: Questionnaire for Perfectionism Dimensions

The following items are designed to measure attitudes people have toward themselves, their performance, and toward others. There are no right or wrong answers. Please respond to all the items. Use your first impression and do not spend too much time on individual items in responding. Please respond to each of the items by indicating your level of agreement with each item, where 1 = strongly disagree and 7 = strongly agree.

1. I have high expectations for myself.
2. Doing my best never seems to be enough.
3. I set very high standards for myself.
4. I often feel disappointment after completing a task because I know I could have done better.
5. I have a strong need to strive for excellence.
6. My performance rarely measures up to my standards.
7. I expect the best from myself.
8. I am hardly ever satisfied with my performance.

Appendix 2: Questionnaire for FWC

Please read each statement carefully before answering and rate how much you generally agree with each statement, where 1 = strongly disagree and 7 = strongly agree.

1. My work performance suffers because of my personal and family commitments.
2. Family related concerns or responsibilities often distract me at work.
3. If I did not have a family I'd be a better employee.
4. My family has a negative impact on my day to day work duties.
5. It is difficult to concentrate at work because I am so exhausted by family responsibilities.

Appendix 3: Questionnaire for Employee Well-Being

Please read each statement carefully before answering and rate how much you generally agree with each statement, where 1 = strongly disagree and 7 = strongly agree.

1. I feel satisfied with my life.
2. I am close to my dream in most aspects of my life.
3. Most of the time, I do feel real happiness.
4. I am in a good life situation.
5. My life is very fun.
6. I would hardly change my current way of life in the afterlife.
7. I am satisfied with my work responsibilities.
8. In general, I feel fairly satisfied with my present job.
9. I find real enjoyment in my work.
10. I can always find ways to enrich my work.
11. Work is a meaningful experience for me.
12. I feel basically satisfied with my work achievements in my current job.
13. I feel I have grown as a person.
14. I handle daily affairs well.
15. I generally feel good about myself, and I'm confident.
16. People think I am willing to give and to share my time with others.
17. I am good at making flexible timetables for my work.
18. I love having deep conversations with family and friends so that we can better understand each other.