

Perfectionism and Work Engagement with Workaholic Tendencies in Millennials Workers

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ABSTRACT: Workaholic is a lifestyle in which a person feels compelled to keep working and busy, regardless of time and place, whether on weekends or holidays. Workaholics are often involved in work that requires high creativity, thus not everyone who works long hours can be directly categorized as a workaholic. The purpose of this study is to examine the relationship between perfectionism personality and work engagement. The research subjects consisted of 320 millennial workers born between 1981 and 1996 in Surabaya city. Data collection was carried out through filling out the research scale using Google Form directly by the subject. The measuring instruments used in this study include the Workaholic Scale, Perfectionism Scale and Work Engagement Scale. The data analysis technique uses Multiple Linear Regression. The results showed that there is a significant positive relationship between perfectionism and workaholic tendencies. The higher a person's perfectionism level, the higher the tendency to become a workaholic. In addition, there is also a significant positive relationship between work engagement and workaholic tendencies. The higher the level of work engagement of an individual, the higher the tendency to behave workaholic.

KEYWORDS: Workaholic, perfectionism, work engagement

I. INTRODUCTION

Today's technological advancements make it easier to access information through various media, both private and public social media. Social media users often share their daily activities, including work achievements. According to Muhammad & Noval (2021), common activities include sharing pictures, expressing opinions, and updating status. Robinson's (2019) research shows that 45% of social media users post about working overtime to show their dedication as employees. Elon Musk's statement on Twitter confirms the belief that working 40 hours a week is not enough to change the world, contrary to the global standard working hours which range from 40-44 hours and in France only 35 hours per week (Smith, 2018). In the UK, working hours increase to 20.1% or 45 hours per week, while in developing countries such as Thailand and South Africa, the average working hours reach 47.6 hours per week. In Indonesia, working hours are set at a maximum of 40 hours per week based on Law No.11 of 2020, but in reality, workers often work overtime either in the office or outside the office. According to Data Indoensia.id workers in Indonesia work an average of 42 hours per week, with the Organisation for Economic Co-operation and Development (OECD) reporting 14.3% of Indonesian workers working more than 60 hours per week (Mustajab, 2022).

Based on BPS data (2021), in 2020 around 25.87% of Indonesia's population is at productive age, with the millennial generation born in 1981-1996 who have high ambition and enthusiasm in achieving their goals, are able to adapt to change, and enjoy communicating with technology (Berkup, 2014). A survey by Project: Time Off and GfK survey shows that 48% of millennials take pride in being called "work martyrs," or overworked employees and 43% are work victims. Millennials are also more likely than other generations to lose unused vacation days (Lussa, et al., 2023; Nusraningrum, et al., 2024; Wang, et al., 2024). In this context, the ambitious and competitive nature of millennials often traps employees in a workaholic culture, where there is a pattern of behavior with long working hours and excessive demands (Killinger, 1997). Workaholism, a term introduced by Oates (1971), describes the drive to work endlessly, which does not apply to all jobs that require long working hours.

According to Gao, et al. (2023), the ambitious, confident, and competitive character of millennials makes them vulnerable to workaholic culture. In a capitalist system, intensified competition forces workers to work harder to meet company demands and personal lifestyles. This results in a pattern of workplace behavior characterized by long working hours, excessive demands, and exclusion from other activities (Killinger, 1997). Workaholic is a lifestyle in which a person is constantly working, anytime and anywhere, including weekends or holidays. Working hard is often considered the path to success, while people who rest are considered lazy, identified as the cause of poverty.

Schaufeli et al. (2008) explain that an understanding of workaholism must include the motivation behind it. Workaholism is more common in middle to upper class workers, who operate based on obsessive compulsions, rather than economic necessity

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(Killinger, 991). This is in contrast to hard workers who work to fulfill their needs while still paying attention to other aspects of life outside of work. Working too long can affect creativity and health such as hypertension, heart disease, chronic infections, diabetes, disturbed metabolism, sleep disorders, anxiety and even depression (Gihleb, et al., 2024; MATSUURA, et al., 2024; Bondagji, et al., 2022). WHO and ILO research shows that people who work more than 55 hours per week are at high risk of mortality. In Japan, 20% of employees have a high risk of death due to excessive working hours, with the term "karoshi" to describe the phenomenon (Bimo, 2021).

According to Borges, et al. (2020), the factors that influence workaholics are divided into internal factors, such as self-esteem, achievement, personality type, and insecurity, and external factors, including family pressure, observation of other people's behavior, and social competition. Differences in personality type affect an individual's performance at work. Perfectionism individuals often set unrealistically high standards to achieve perfection, which is characterized by overly critical evaluations (Frost, et al., 1990). Employees are more likely to worry about work, making it difficult to stop working and relax, which ultimately has a negative impact on work-life balance, health and well-being (Gihleb, et al., 2024). Although overworking is often perceived as an addiction, there are those who enjoy their work, referred to as work engagement, as a positive form of well-being (Schaufeli, et al., 2006).

Perfectionism and work engagement can cause maladaptive and neurotic behaviors that lead to workaholism (Verrastro, et al., 2024 Loscalzo, et al., 2024; Ghasemijalal, et al., 2024). Based on this, the author is interested in conducting research on workaholism to increase scientific understanding. This research will discuss how millennial workers interpret workaholic behavior, the factors that cause it, and the efforts they make to overcome the dissonance caused by the workaholic.

II. METHODS

The population studied in this research is millennial workers who show workaholic tendencies in the city of Surabaya, although the exact number of the population is unknown. A total of 320 people were used as research samples. The sampling technique used is non-random or non-random, with a more specific non-random method being snowball sampling. This method is applied because the existence of certain populations, such as workers with workaholic tendencies, is difficult to identify.

In this study, three measurement scales were used. First, the workaholic scale developed by Spence & Robbins (1992), which identifies three main indicators that influence workaholic behavior patterns in the work environment, namely the duration of long working hours, work priorities that override other aspects of life, and feelings of stress or anxiety when not working. Second, the perfectionism scale adapted from research by Tri Mauliddiyah Sari (2023) based on the theory of Hewitt and Flett (1991), consists of three dimensions of perfectionism: Self-Oriented Perfectionism (SOP), Other-Oriented Perfectionism (OOP), and Socially Prescribed Perfectionism (SPP). Third, the work engagement scale developed by the researcher based on the theory of Schaufeli & Bakker (2016), which includes three dimensions namely vigor, dedication, and absorption. The three scales use a Likert scale model with five scoring options, namely Strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree.

III. RESULTS

This study uses parametric statistical analysis techniques in the form of multiple linear regression to test the relationship between perfectionism and work engagement with workaholic tendencies, with the help of SPSS software version 16.0 Windows. Based on the normality test results. The normality test results show a significant value on workaholic tendencies of 0.095, which is greater than 0.05, so the data is considered normally distributed. The test results can be seen in table 1.

Table 1. Normality Test Results

<i>Shapiro-Wilk</i>				
<i>Variabel</i>	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>	<i>Keterangan</i>
<i>Workaholic</i>	0,992	0,320	0,095	Normal

Source: SPSS Output Version 16.0

The linearity test between perfectionism and workaholic variables obtained F linearity of 1457.8 with a significance of 0.000, indicating a linear relationship between perfectionism and workaholic. Meanwhile, the linearity test results for work engagement and workaholic showed F linearity of 523.9 with a significance of 0.000, indicating that the relationship between work engagement and workaholic is not linear. The results of the linearity test can be seen in table 2.

Table 2. Linearity Test Results

<i>Variables</i>	<i>F</i>	<i>Linearity</i>	<i>Description</i>
Perfectionism (X1) - Workaholic (Y)	1457,8	0,000	Linear
Work engagement (X2) - Workaholic (Y)	523,9	0,000	Linear

Source: SPSS Output Version 16.0

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Multicollinearity analysis between perfectionism and work engagement shows a tolerance value of 0.289 (>0.10) and a Variance Inflation Factor (VIF) of 3.455 (<10.00), which means there is no multicollinearity or intercorrelation between perfectionism and work engagement. The multicollinearity test results can be seen in table 3.

Table 3. Test Results

<i>Variables</i>	<i>Collinearity Statistics</i>		
	<i>Tolerance</i>	<i>VIF</i>	<i>Description</i>
Perfectionism	0,289	3,455	No multicollinearity
Work Engagement			

Source: SPSS Output Version 16.0

The results of the heteroscedasticity test on the perfectionism variable showed a significance of 0.687 (>0.05), while the work engagement variable obtained a significance of 0.068 (>0.05), which indicates that there is no heteroscedasticity in both variables. The results of the heteroscedasticity test can be seen in table 4.

Table 4. Heteroskedicity Test Results

<i>Variables</i>	<i>p</i>	<i>Description</i>	<i>Conclusion</i>
Perfectionism	0,687	$>0,05$	No heteroscedasticity
Work Engagement	0,068	$>0,05$	No heteroscedasticity

Source: SPSS Output Version 16.0

The results of the first hypothesis of this study state that there is a relationship between perfectionism and work engagement with workaholic tendencies in millennial workers in Surabaya. The analysis results show an F value of 737.5 with a significance of 0.000 ($p<0.05$), which indicates that perfectionism and work engagement are positively correlated with workaholic tendencies. The results of the first hypothesis can be seen in table 5.

Table 5. First Hypothesis Test

<i>Model</i>	<i>F</i>	<i>Signifikansi (p)</i>
<i>Perfectionism and Work engagement correlate with Workaholic tendencies</i>	737,5	0,000

Source: SPSS Output Version 16.0

The second hypothesis states that perfectionism is positively correlated with workaholic tendencies, with a significance value of 0.04 (<0.05) and a correlation coefficient of 0.810, indicating a strong relationship between the two variables. The results of the second hypothesis can be seen in table 6.

Table 6. Second Hypothesis Test Results

<i>t Partial</i>	<i>p</i>	<i>Description</i>
1,974	0,04	Highly Significant Correlation ($p<0.05$); Hypothesis Accepted

Source: SPSS Output Version 16.0

The third hypothesis asserts that work engagement is positively correlated with workaholic tendencies, which is supported by a significance value of 0.000 (<0.05) and a correlation coefficient of 0.689, indicating a strong relationship. This positive value indicates that an increase in work engagement is followed by an increase in workaholic tendencies, and vice versa. The results of the third hypothesis can be seen in table 7.

Table 7. Third Hypothesis Test Results

<i>Correlation Coefficient</i>	<i>p</i>	<i>Description</i>
0,689	0,000	Highly Significant Correlation ($p<0.01$); Hypothesis Accepted

Source: SPSS Output Version 16.0

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Finally, the results of distributing questionnaires to 320 valid research subjects showed that on the workaholic variable, the average subject score was 23.4, with the lowest score of 15 and the highest score of 33. For the perfectionism variable, the average subject score reached 29.3, with the lowest score of 16 and the highest score of 45. Meanwhile, for the work engagement variable, the average subject score was 48.7, with the lowest score of 23 and the highest score of 75. The standard deviations for the workaholic, perfectionism, and work engagement variables were 4.7, 5.7, and 8.8, respectively. Descriptive analysis results can be seen in table 8.

Table 8. Results of Statistical Descriptive Analysis

<i>Variables</i>	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>SD</i>
Workaholic	320	15	33	23,4	4,7
Perfectionism	320	16	45	29,3	5,7
Work Engagement	320	23	75	48,7	8,8

Source: SPSS Output Version 16.0

IV. DISCUSSION

Based on data analysis, the first hypothesis of the study which states that there is a positive correlation between perfectionism, work engagement, and workaholic tendencies in millennial workers is accepted. The results of multiple regression analysis show a simultaneous F value of 737.5 with a significance of 0.000 ($p < 0.05$), which indicates that the higher perfectionism and work engagement, the higher workaholic tendencies. This means that low perfectionism and work engagement also contribute to reducing workaholic tendencies among millennial workers in Surabaya.

Work engagement is defined as a state in which workers feel positive and engaged in their work, committed and enthusiastic (Schaufeli, 2004). In addition to being related to well-being, work engagement also contributes to work motivation and achievement (Van Beek et al., 2011). Research by Childs & Stoeber (2010) showed that perfectionism is positively correlated with work engagement, due to the similar pattern between the two.

The second hypothesis, which states that there is a positive relationship between perfectionism and workaholic tendencies, is supported by the finding that 63.1% of the subjects experienced workaholic tendencies in the high category, although 77.7% of them had moderate levels of perfectionism. Previous research by Tziner & Tanami (2013) and Van Beek & Schaufeli (2010) confirmed the existence of a positive relationship between perfectionism and workaholic, and showed that an increase in perfectionism tends to increase workaholic tendencies.

Workers with perfectionism personality often experience a fear of making mistakes, which negatively impacts interpersonal relationships and creates a mindset that perfection must be achieved to be accepted. Piotrowski et al (2024) describe perfectionism as a neurotic need related to childhood anxiety, where excessive demands from parents can trigger false perceptions of the self and the world, resulting in individuals becoming perfectionists in adulthood.

The results show that work-bound millennial workers are at high risk of experiencing workaholic tendencies. Excessive perfectionism can cause mental distress and reduce functional efficiency in the workplace. Therefore, workaholism and perfectionism cannot be considered positive characteristics, but rather potentially detrimental to emotional and physical well-being (Robinson, 2000).

The third hypothesis of this study was also proven, showing that there is a positive relationship between work engagement and workaholic tendencies. Previous research (Shimazu & Schaufeli, 2009; Stefano & Gaudiino, 2018) confirmed the difference between workaholic and work engagement. Workaholic is driven by negative motivation, whereas work engagement by positive motivation. The analysis showed that the higher the cooperation, the higher the workaholic tendency, with 63.1% of subjects in the high workaholic category and 79.9% in the moderate engagement category.

Work engagement is characterized by passion and dedication to work. Workers with high levels of engagement tend to be more passionate, innovate, and cannot get enough of the work they do. However, this can cause stress, especially if they have difficulty in delegating tasks (Attridge, 2009). According to Spence & Robbins (1992), workaholic workers experience a high drive to work, which can often result in pressure and guilt when not working. As a result, these two concepts show similarities in the amount of time spent working excessively, which can negatively impact the health and well-being of employees. Awareness of the potential impact of work engagement needs to be emphasized to prevent extreme conditions. Bakker, et al. (2016) indicated that while work engagement is necessary, it alone is not sufficient to sustainably improve employee performance.

V. CONCLUSIONS

Workaholism is defined as an individual's excessive involvement in work, where the individual spends a great deal of time working without regard to other aspects of life. It also includes a sense of enjoyment derived from work, resulting in individuals devoting significant time and energy to work activities, as well as an internal drive that pushes them to continue working beyond

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the demands of the job. Millennial workers who have ambitious, confident and competitive characteristics tend to be more enthusiastic at work, so they feel compelled to work longer hours while neglecting the balance between personal and health life. Many factors influence workaholic tendencies among millennial workers. However, there is limited research exploring this phenomenon in the context of perfectionism and work engagement, although both have a significant influence on workaholic tendencies

The purpose of this study is to explore the relationship between perfectionism and work engagement with workaholic tendencies in millennial workers in Surabaya City. The research subjects consisted of 320 millennial workers born between 1981 and 1996 in Surabaya City. The results showed that the first hypothesis, which stated that there is a relationship between perfectionism and work engagement with workaholic tendencies, proved to be true. In addition, the second hypothesis, which states a positive correlation between perfectionism and workaholic tendencies, and the third hypothesis, which states a positive correlation between work engagement and workaholic tendencies, are also proven in millennial workers in Surabaya City.

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