

## LONELINESS IN MANAGERS SHOWING PERFECTIONIST BEHAVIOR

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### Abstract

**Object:** This study aims to empirically test whether there is a relationship between perfectionism and loneliness in the sense that managers, known as perfectionists in businesses, feel loneliness.

**Findings:** Factor analysis and reliability tests were applied to the data set. Loneliness variable is collected in 1 sub-dimension; Perfectionism variable is collected in 3 sub-dimensions. The effect of the independent variables Self-Oriented Perfectionism (SOP), Other-Oriented Perfectionism (OOP) and Socially-Prescribed Perfectionism (SPP) on loneliness perception was tested. For the test of research hypotheses, regression analysis was performed with SPSS package program.

**Result:** No relationship was found between the Self-Oriented Perfectionism sub-dimension of Perfectionism variable and Loneliness, but there were positive and significant relationships between Other-Oriented Perfectionism and Socially-Prescribed Perfectionism and Loneliness.

**Key Words:** Self-Oriented Perfectionism, Other-Oriented Perfectionism, Socially-Prescribed Perfectionism, Emotional Loneliness, Social Loneliness

**JEL Codes:** L84, M12, M54, D23

## MÜKEMMELİYETÇİ DAVRANIŞLAR SERGİLEYEN YÖNETİCİLERDE YALNIZLIK HİSSİ

### Özet

**Amaç:** Bu çalışma, işletmelerde mükemmeliyetçi olarak bilinen yöneticilerin yalnızlık hissine kapılmaları konusunda mükemmeliyetçilik ile yalnızlık hissi arasında ilişki olup olmadığının ampirik olarak test edilmesini amaçlamaktadır.

**Bulgular:** Veri setine faktör analizi ve güvenilirlik testleri uygulanmıştır. Mükemmeliyetçilik değişkeni 3; Yalnızlık Hissi değişkeni 1 alt boyutta toplanmıştır. Bağımsız değişken olan Self-Oriented Perfectionism (SOP), Other-Oriented Perfectionism (OOP) ve Socially-Prescribed Perfectionism (SPP) değişkenlerinin Yalnızlık Hissi algısı üzerine etkisi test edilmiştir. Araştırma hipotezlerinin testi için SPSS paket programı ile regresyon analizi gerçekleştirilmiştir.

**Sonuç:** Mükemmeliyetçilik değişkenine ait Self-Oriented Perfectionism alt boyutu ile Yalnızlık Hissi arasında ilişki bulunamamış fakat Other-Oriented Perfectionism ve Socially-Prescribed Perfectionism ile Yalnızlık Hissi arasında pozitif ve anlamlı ilişkiler bulunmuştur.

**Anahtar Kelimeler:** Birey Odaklı Mükemmeliyetçilik, Diğer Odaklı Mükemmeliyetçilik, Sosyal Odaklı Mükemmeliyetçilik, Duygusal Yalnızlık, Sosyal Yalnızlık

**JEL Kodları:** L84, M12, M54, D23

## 1. INTRODUCTION

Perfectionism is generally described as behavioral disorder that develops as a result of personality traits. Perfectionism is perceived by the individual's environment and is, in essence, a pattern of behavior as a consequence. It has been determined by the researches that it may both disturb the individual and the environment and also increase success rate when kept at sufficient level. Perfectionism needs to be evaluated with its positive and negative aspects. Accordingly, the individual is aiming to maximize his performance while the standard and the search for order are kept high. Studies have shown that there is a relationship between perfectionist perception and many behavioral disorders. Examples include anxiety, depression, irrational thinking, obsessive-compulsive personality disorders, type A coronary-predilection behaviors, bulimia, anorexia nervosa, insomnia, migraine and panic disorders. As long as they are kept at a certain level, the positive aspects of perfectionism can be

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expressed as self-realization, increased likelihood of making successful decisions, and reduced likelihood of encountering false results. Loneliness is defined as the subjective psychological condition that occurs in individuals as a result of the inconsistency between the existing social relationship and the social relationship that it wants to be. The anomalies that occur in the relationship networks established by the individual in the social environment reveal the tendency to loneliness of the individual. The number and quality of social relations of the individual reveals the loneliness of the individual. In addition, insecurity, inwardness, lack of social skills and demographic factors influence loneliness. Besides, the factors that accelerate loneliness in the individual affect the individual's sense of loneliness. These can be seen as the ending of a love relationship, moving to a new neighborhood, being in a different society, divorce, retiring, employment termination.

## **2. ORGANIZATIONAL STRUCTURE**

In this part of the study, theoretical knowledge about perfectionism and loneliness which constitute the theoretical basis of the research will be given.

### **2.1. Perfectionism**

Perfectionism is defined as the attempt of the individual to strive for flawless outcomes and to have high standards that cannot be achieved in many studies in the literature (Moonjung et al., 2017: 2).

Noble, Gnilka, Ashby, and McLaulin (2017: 336), Based on Stoerber and Otto's (2006) study of perfectionism, Harmonized Perfectionism and Incompatible Perfectionism; Hamarte (2009: 732) stated that Perfectionism can be classified as one dimensional or multidimensional.

Gnilka, Rice, Ashby, and Moate (2016: 285) stated that Compatible Perfectionism is pursuing high standards by self-criticizing at a reasonable level and staying healthy. Ganske, Gnilka, Ashby, and Rice (2015: 15) concluded that the life satisfaction and self-sufficiency of Harmonious Perfectionists are high; depression and anxiety levels are low. In addition, Mehr and Adams (2016: 133) suggests that Consistent Perfectionism offers the individual high standards of self-esteem, less self-criticism and dissatisfaction emerge in the individual. Aboalshamat et al. (2017: 122) emphasizes that, in his work, Perfectionism brings success to the individual high standards. Cazan (2016: 370) stated in his work that the overall grade average of Self-Oriented Perfectionist students was high. Nevertheless, Harper, Eddington, and Silvia (2016: 1), who did not agree that the individual could be healthy with Self-Oriented Perfectionist behaviors, suggested that the individual is making more efforts when they become Self-Oriented Perfectionists.

Incompatible Perfectionism is defined as individual's extreme self-criticism, loss of self-esteem, and lack of overlap between expectations and reality (Akanbi, 2016: 7185). Incompatibility Perfectionism is closely related to many behavioral disorders. These include anxiety, depression, irrational thinking, and obsessive-compulsive personality disorders (Cox & Chen, 2015: 232). Clinical trials have found a positive linear relationship between Incompatible Perfectionism and burnout syndrome (Dickinson & Dickinson, 2015: 1894). In addition, Dimaggio et al. (2015: 317) has made it clear in his works that Incompatible Perfectionism has led to many personality disorders.

Freud, Horney, Adler, Beck, Hollander, Ellis, Antony and Swinson (Ashbush, 2016: 11) are the scientists who bring one-dimensional definitions to perfectionism. In the definition of one-dimensional Perfectionism, studies on the negative aspects of Perfectionism have been made (Akdağ, 2016: 32). Bento, Pereira, Roque, Tavares Saraiva, and Ferreira Macedo e. Santos (2017: 317) defines Perfectionist behavior as the consequent behavioral disturbance of the individual's conceptual, emotional, and behavioral functions.

In addition, Irwin and Jones (2017: 152) stated that Perfectionism is a major obstacle to the treatment of obsessive-compulsive behavior disorder. Hewitt and Flett are the scientists who brought forth the concept of multi-dimensional Perfectionism. Abdollahi, Hosseinian, Beh-Pajooh, and Carlbring (2017: 1021) has defined Multidimensional Perfectionism as a tendency to create impossible or difficult standards of the individuals. Hewitt and Flett, in their work, examined multidimensional Perfectionism in three chapters. These are Self-Perfectionism, Other-Oriented Perfectionism and Socially-Prescribed Perfectionism (Akram, Ellis, & Barclay, 2015: 2). Sayışman (2018: 20) has defined Self-Perfectionism as a condition of individual's adhering to high standards that are incompatible with

reality, self-criticism, inability to accept his mistakes, and inability to find his own behavior. Other-Oriented Perfectionism is the condition in which an individual expects behavior from other individuals, other than himself, criticizes, evaluates, and judges others (Hansori & Seohong, 2017:65). Socially-Prescribed Perfectionism is the belief that an individual is expected to behave in a higher standard than he or she is to be rejected by other individuals (Magurean, Sălăgean, & Tulbure, 2016: 207).

## 2.2. Loneliness

Loneliness is one of the important socio-psychological problems that the individual moves in modern life. Loneliness is defined as "a subjective experience that is painful and psychologically disturbing to the individual" (Kapan & Yanikkerem, 2016: 432). Moreover, loneliness is the individual's social isolation (Charles & Wolfer, 2018: 10). Çele, Abuhanoglu, and Teke (2016: 20), quoted from Copel, described loneliness in another definition as a sad situation in which the individual sees himself separate from the others. In another definition, it was reported that loneliness is a behavior disorder that develops as a result of personal sensitivity (Naz Gul & Bano, 2017: 323). Yalaz SEÇİM, Alpar, and ALGÜR (2014: 202) stated that loneliness is not related to the individual's being alone or with which person or persons they are talking. Loneliness arises in relation to how the individual has experienced relationships with others (Stanimirović, Jablan, Stamenković, & Stojković, 2017: 1014). In reality, it is a sadness that the individual is embroiled into the negative distinction between the social relationship he / she wants to achieve and the social relationship he / she has (Pathak & Mhaske, 2017: 1174).

The basis of the loneliness felt by the individual in business life lies in the fact that the expectation of quality relationship has not been met (Özdemir, Alkan, & Erdem, 2017: 260). Loneliness is an important measure used to determine life satisfaction (Erturan et al., 2014: 175). There can be many reasons for individual loneliness. These include lack of social skills, insecure attachment, inadequate social support, inadequate cognitive load, shyness, social anxiety, personality traits, lack of a purpose for life and unsatisfying mental needs (Ilhan, 2013: 303). Apart from all these, sometimes a negative perception is enough to think that the individual is alone (Zeligman, Bialo, Brack, & Kearney, 2017: 437).

Loneliness is divided into Emotional Loneliness and Social Loneliness in the literature (Matook, Cummings, & Bala, 2015: 281). Emotional loneliness is defined as the inability of the individual to form intimate relationships with other people (Yadav & Chadha, 2017: 792), and not to be close to others (Tekin, 2017: 322). Sekhri and Sekhri (2017: 39) argues that Emotional Loneliness prevents the individual from loving others. Junttila et al. (2015: 482) emphasized that the feeling of emotional loneliness began to develop intensively, especially during the 20th week of pregnancy, and that hormones were effective on this condition. Drageset, Eide, Kirkevold, and Ranhoff (2013: 2) stated that there was a strong and positive relationship between anxiety and emotional loneliness. Social loneliness is the absence of an individual's social networks or thinking that he or she is not considered a member of a group (Tuominen, Junttila, Ahonen, & Rautava, 2016: 193).

## 3. PREVIOUS STUDIES ON THE SUBJECT

Regarding the perfectionism dimension of the study, 10 foreign and Turkish sources that have been previously made and most cited on the Google Scholar web page were examined and given in Table 1 and Table 2 below.

**Table 1 International and Domestic Studies on Perfectionism**

Author	Year	Number of citations	Subject	Number of Sample	Outcome
Frost, Marten, Lahart, & Rosenblate	(1990)	3797	Determining the dimensions of perfectionism	410 female university students	67 expressions were reduced to 36 expressions and 6 dimensions.
Hewitt & Flett	(1991)	3100	Determining the dimensions of perfectionism	156 psychology students	Perfectionism is considered in 3 dimensions.

Hamachek	(1978)	1389	Neurotic perfectionism and its formation.	-	The importance of childhood in the formation of neurotic perfectionism is emphasized.
Blatt	(1995)	1296	The behavior of perfectionism is theoretically examined in a clinical sense.		
Frost, Heimberg, Holt, Mattia, & Neubauer	(1993)	1281	Examination of Frost and Hewitt's perfectionism dimensions	-	9-dimensional scales were developed by examining two different scales.
Mısırlı-Taşdemir & Özbay,	(2003)	37	Investigating perfection in gifted children.	489 students	The relation of perfectionism attitude with exam anxiety and self-esteem was examined.
Bencik	(2006)	36	Investigating perfection in gifted children.	120 children	Individual guidance should be provided for gifted children
Özbay & Mısırlı-Taşdemir	(2003)	33	Turkish adaptation of perfectionism scale	489 students	6 sub-dimensions were determined.
Hamarta	(2009)	31	Examining the relationship between problem solving, perfectionism and anxiety.	572 adults	In explaining social concern, problem solving, and perfectionism have important effects.
Sapmaz	(2006)	25	Examination of the perfectionism symptoms	929 students	Psychological symptoms of incompatible perfection have been found.

As it can be seen from the table, overseas studies on perfectionism are historically based on the older ones. For this reason, it is more cited for scientific studies.

**Table 2 International and Domestic Studies on Loneliness**

Author	Year	Number of Citations	Subject	Number of Sample	Outcome
Russell, Peplau, & Cutrona	(1980)	3365	Performing validity analysis for UCLA loneliness scale.	162-237 students	The number of expressions of the scale is limited to 20.
Weiss	(1973)	2437	The place of loneliness in social psychology.	-	Violent programs that emerge from television lead the individual to loneliness.
D. W. Russell	(1996)	2376	Performing validity analysis for UCLA loneliness scale.	489 students 310 nurses 316 teachers 301 elderly	The 3rd version of the loneliness scale received sufficient validity and reliability coefficients.
Asher, Hymel, & Renshaw	(1984)	1356	Loneliness behavior in children	506 Children attending 6th grade	Sociometric status of children is important in feeling loneliness.
Kagan	(2009)	1192	Loneliness is a natural part of the individual	-	The ways of getting rid of loneliness are explained.
Demir	(1989)	299	Performing validity analysis for UCLA loneliness scale.	36 depressive and 36 normal subjects	The validity and reliability results of the UCLA loneliness scale were confirmed.
Yıldırım	(2000)	110	The effect of loneliness on academic achievement	545 students	The feeling of loneliness has a direct impact on the student's academic success.

Çeçen	(2008)	84	The effect of gender on loneliness	521 students	Gender factor is not effective on loneliness.
Yılmaz, Yılmaz, & Karaca	(2008)	80	Examination of students' social support and loneliness levels	339 students	Social support levels of students were high and loneliness levels were low.
Batıgün & Hasta	(2010)	74	Investigation of internet addiction, loneliness and relationship styles	211 persons	Internet addiction makes students lonely

According to Table 2, the majority of the studies about the feeling of loneliness were conducted to develop the scale. The fact that the subject is based on the old in the field of psychology but new in the organizational sense has questioned the validity and reliability of the scales.

#### 4. METHOD

In this part of the study, the demographic and socio-economic characteristics of participants participating in the survey will be covered and information about the scales, data collection methods and analyzes used will be given.

##### 4.1. Sampling and Data Collection Method

Convenience sampling was chosen as the sampling method of the work. The expressions of the used scales were directed to the participants by the 7-point Likert scale (1: Strongly Agree, 7: Strongly Disagree).

The sample of the work constitutes occupations in the managerial positions in the enterprises operating in Organize Industrial Regions in and around İzmir. A survey was conducted with 158 middle and senior managers from 45 business operating in the manufacturing sector. Some of the surveys are online; some of them were filled and collected by face-to-face interview method. As a result of the survey, 118 surveys were found to be complete and error-free, and the analyzes were conducted with 118 surveys.

##### 4.2. Scales Used in the Research

The survey consists of three parts. In the first part, 8 expressions were used to determine the demographic and socio-economic characteristics of the participants. In the second part, 45 expressions were used to measure the perfectionism behavior of the individual. In the third part, 20 expressions were used to measure the individual's sense of loneliness.

##### Perfectionism Scale

In the scale development studies on perfectionism behavior, the researcher's focus is on whether the scale should be multidimensional or one-dimensional. The "Burns Perfectionism Scale" developed by Burns (1980) treats the behavior of perfectionism as one-dimensional. When developing the scale Burns (1980) used the Dysfunctional Attitudes Scale (DAS) that Weissman and Beck (1978) used for the first time. Perfectionism was originally developed as a sub-dimension of the Dysfunctional Attitudes Scale. Burns (1980), then, argued that perfectionism behavior should be considered as a separate scale, giving the scale its final form with 10 expressions. The scales that deal with perfectionism behavior in multidimensional dimensions are "the Multidimensional Perfectionism Scale" developed by Hewitt and Flett (1991) and "the Frost Multidimensional Perfectionism Scale" developed by Frost et al. (1990). In this study, 45 expressions which were developed by Hewitt and Flett (1990), adapted to Turkish by Oral (1999) and used by Eren (2013) in her doctoral thesis were used.

##### Loneliness Scale

The scale development study for the individual's sense of loneliness was first performed by D. Russell, Peplau, and Ferguson (1978). D. Russell et al. (1978) benefited 239 subjects in his study: 12 volunteer participants who felt alone; 35 participants from the social psychology class and 192 students who took the introduction to the psychology course. Number of expressions at the beginning was 75. As a result of the analyzes, it became 25. Turkish adaptation of the scale was performed by Yaparel

(1984). In this study, 20 expression "UCLA Loneliness Scale", which was finalized by Demir (1989), was used.

#### 4.3. Method of Analysis

In the analysis part of the study, SPSS program was used. Analysis of demographic and socio-economic data, validity and reliability studies were evaluated with the SPSS package program. For the test of hypotheses, regression analysis was used when the relationships among the variables of the study were analyzed. Demographic data of the participants are shown in Table 3.

**Table 3 Demographic Factor**

Demographic Factor	Sub-Group	N	% Frequency	Demographic Factor	Sub-Group	N	% Frequency
Age	20-30	5	4%	Education	High School	32	27%
	31-40	48	41%		University	68	58%
	41-50	53	45%		Post Graduate	18	15%
	51 and older	12	10%		1-5 years	43	36%
Gender	Woman	36	31%	Management Experience	6-10 years	56	47%
	Man	82	69%		11 years and more	19	16%
Salary	0-4000 TL	53	45%		Marital Status	Married	103
	4001-8000 TL	46	39%	Single		15	13%
	8001 TL and more	27	23%				

According to Table 1, It is understood that the majority (%86) of the workmen participants are in the middle age (31-50 years old); there is no gender equality in the managers and the balance is broken in favor of the male managers (36% female - 82% male); 0-4000 TL salaried managers are predominant (%45); the vast majority of managers are university graduates (58%); the majority of managers predominate with managerial experience of 6-10 years (47%) and the married managers (87%) take part as a dominant group.

#### 4.4. Validity and Reliability of Scales

The validity of the study data was obtained by factor analysis (Table u4).

**Table 4 Factor and Reliability Analysis**

	Factor	Expression	Announced Variance (%)	KMO Value	Cronbach Alfa
Perfectionism	Self-Oriented Perfectionism	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10, P11, P12, P13, P14, P15	36,15	0,959	0,943
	Other-Oriented Perfectionism	P16, P17, P18, P19, P20, P21, P22, P23, P24, P25, P26, P27, P28, P29, P30	22,42		0,927
	Socially-Prescribed Perfectionism	P31, P32, P33, P34, P35, P36, P37, P38, P39, P40, P41, P42, P43, P44, P45	15,47		0,915
Loneliness	Loneliness	L1, L2, L3, L4, L5, L6, L7, L8, L9, L10, L11, L12, L13, L14, L15, L16, L17, L18, L19, L20	68,35	0,928	0,946

According to Table 2, in terms of KMO test results, the sufficiency coefficient of Perfectionism variable is 0.959; The sufficiency coefficient of the loneliness variable was found to be 0.928 and the variables were found suitable for factor analysis.

As a result of factor analysis, the Perfectionism variable was grouped in three sub-dimensions and named as Self-Oriented Perfectionism (SOP), Other-Oriented Perfectionism (OOP) and Socially-Prescribed Perfectionism (SPP) as they were originally. The SOP sub-dimension accounts for 36.15% of the total variance of the Perfectionism variable; The OOP sub-dimension describes 22.42% of the total variance and the SPP sub-dimension describes 15.47% of the total variance. The cumulative variance of 3 factors is 74.04%.

Expressions directed to measure the Loneliness (LNL) variable were clustered under a factor as a result of factor analysis. The variance of the loneliness variable was 68.35%. In the factor analysis, the expression of factor loadings less than 0.5 for Perfectionism and Loneliness variables was not found.

The Cronbach Alpha coefficient was interpreted for the reliability analysis test. The Cronbach's alpha coefficient of all the variables obtained is over 0.800 as a result of the reliability analysis. Scales are highly reliable as they stand.

Research hypotheses are determined in the light of theoretical information obtained as a result of literature review and are given below:

- H1: There is a positive and significant relationship between Perfectionism and Loneliness.
  - H1a: There is a positive and significant relationship between Self-Oriented Perfectionism and Loneliness.
  - H1b: There is a positive and significant relationship between Other-Oriented Perfectionism and Loneliness.
  - H1c: There is a positive and significant relationship between socially-Prescribed Perfectionism and Loneliness.

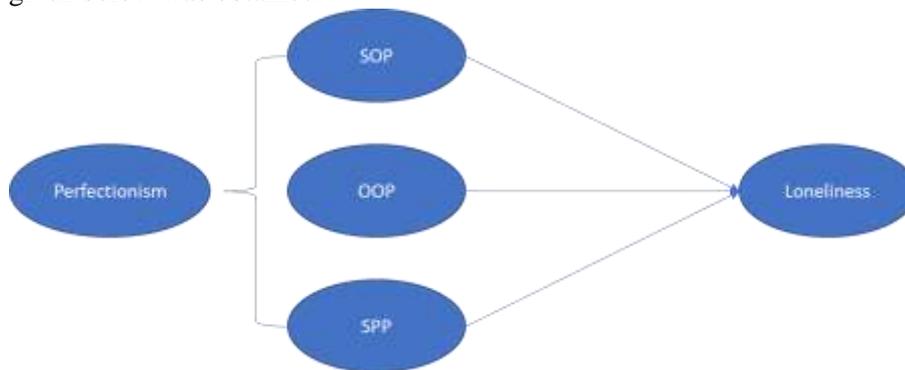
## 5. FINDINGS

Once the hypothesis of work has been identified, a research model appropriate to the hypotheses needs to be established to obtain the findings. The research model was established as seen in Figure 1.



**Figure 1 Research model**

In the model given in Figure 1, it is understood that there is a relationship between Perfectionism and Loneliness. Accordingly, managers who have Perfectionism behaviors have a sense of Loneliness. As a result of the factor analysis, it was stated that Perfectionism variable was shaped by 3 and Loneliness variable by 1 sub-dimension. In this case, the model was re-examined, and the final structure given below was obtained.



**Figure 2 Final Model**

According to the final model, SOP, OOP and SPP sub-dimensions of the Perfectionism variable are influential in the managers' feeling of Loneliness. In order to test working hypotheses, regression analysis between SOP, OOP and SPP sub-dimensions of Perfectionism, which is an independent variable, and Loneliness variable, which is a dependent variable, will be investigated.

Self-Oriented Perfectionism and Loneliness relations were first analyzed (Table 5).

**Table 5 SOP-LNL Relationship**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

	(Constant)	4,991	,257		19,402	,000
	SOP	,078	,130	,056	,599	,551
a. Dependent Variable: LNL						

According to the table, the H1a hypothesis was rejected because the p value for the SOP-LNL regression analysis was greater than 0.05 ( $p = 0.551$ ). In this case, managers who show Self-Oriented Perfectionism behavior do not have Loneliness perception.

Second, the relationship between Other-Oriented Perfectionism and Loneliness was analyzed (Table 6).

**Table 6 OOP- LNL Relationship**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,817	,565		6,758	,000
	OOP	,405	,172	,214	2,358	,020
a. Dependent Variable: LNL						

According to the table, the H1b hypothesis was accepted because the p value of the OOP-LNL regression analysis was smaller than 0.05 ( $p = 0.020$ ). In this case, the managers showing the behavior of Other-Oriented Perfectionism have the perception of Loneliness. Finally, the relationship between Socially-Prescribed Perfectionism and Loneliness was analyzed (Table 7).

**Table 7 SPP- LNL Relationship**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,168	,242		4,823	,000
	SPP	1,054	,064	,839	16,578	,000
a. Dependent Variable: LNL						

According to the table, the H1c hypothesis was accepted because the p value of the SPP-LNL regression analysis was smaller than 0.05 ( $p = 0,000$ ). In this case, managers showing Socially-Prescribed Perfectionism behaviors have a sense of Loneliness. After all the regression analyzes made, the general situation of the research hypotheses is as follows (Table 8).

**Table 8 Hypotheses Results**

Hypothesis	Result
H1: There is a positive and significant relationship between perfectionism and loneliness.	Partially accepted
H1a: There is a positive and significant relationship between Self-Oriented Perfectionism and Loneliness.	Rejected
H1b: There is a positive and significant relationship between Other-Oriented Perfectionism and Loneliness.	Accepted
H1c: There is a positive and significant relationship between socially-Prescribed Perfectionism and Loneliness.	Accepted

The study hypotheses H1 were partially confirmed. The H1a hypothesis was rejected. Employees who demonstrate Self-Oriented Perfectionism behavior do not see themselves as perfectionists. The main reason for this is the fact that managers do not reflect Perfectionism, which has negative effects on them, and on their surroundings. To achieve its goals, the manager works hard and keeps its standards at high levels. To accomplish his/her goals, the manager avoids adopting a management approach that puts pressure on his/her subordinates and seeks to achieve high standards of goals with his/her own efforts. For this reason, elements of the social environment that do not feel pressure, do not leave the manager alone and the manager does not feel the sense of Loneliness.

H1b hypothesis was confirmed. Employees who demonstrate Other-Oriented Perfectionism behavior, accept themselves as perfectionists. The manager, who has put pressure on social environment with high standards and intense work schedule, has been pushed to the loneliness by his/her

surroundings. Loneliness Sensation perception is caused by the fact that the manager creates a subversive work pressure on his/her subordinates. The manager is hurting his social networks while trying to reach perfection. For this reason, he thinks that he is being pushed alone or subjected to loneliness by his surroundings.

H1c hypothesis was confirmed. Employees who demonstrate Socially-Prescribed Perfectionism behavior, accept themselves as perfectionists. The manager thinks that he is regarded as Perfectionist by his social environment. The manager believes that his/her subordinates assessed him/herself negatively because of the effort to reach high standards. For this reason, he chooses to be lonely by isolating himself from his social networks. The study has filled an important gap in the field because it deals with the concept of Perfectionism, which is one of the important problems of modern working life, at the level of the increasingly isolated individual, the manager.

## **6. RESULT**

This study aims to clarify the relationship between Perfectionism and Perception of Loneliness in managers.

With the increasing interest of researchers, perfectionism has become a highly popular topic in recent years. The number of academic studies on perfectionism behavior until 1990 is 250. However, between 1991-2000, 1.666; between 2001 and 2010, 7.298 and since 2011, 9.894 academic studies have been conducted. Perfectionism is the state of seeking perfection in the events occurring in an individual's life. The perfectionist individual expects the work he has done, the events around him, the circumstances affecting him and the other people to be perfect. The expectation of perfection reduces the standard of living of the individual. Perfectionist individuals are known to exhibit negative behavioral characteristics such as anxiety, curiosity, obsession, depression, obesity and suicidal predisposition. Therefore, the perfectionist individual must abandon this behavior pattern.

The individual, away from the crowds, is turning to loneliness. The number of academic studies on the feeling of loneliness was 2.796 by 1990; Between 1991-2000, 4.460; It has been calculated as 11.080 between the years 2001-2010 and 24.513 since 2011. The rapid increase in the number of academic studies on loneliness shows that the individual has become lonely despite the development of communication and information technologies. While the social environment of the individual in the virtual world expands, the individual is isolated from real life. Man is a social being who needs crowds to maintain his presence in the real world. Today, however, the individual is moving away from reality and establishing his own living space.

For this purpose, a sample survey was conducted to participants in a 7-point Likert system. The survey provided participants with the ability to identify demographic and socio-economic characteristics, Perfectionism behavior and Loneliness perception. SPSS package program was used in the analysis of data structure and hypothesis tests. The hypotheses developed at the end of the literature search focused on the positive and meaningful relationship between Perfectionism and Loneliness.

The analysis part of the study was conducted using the survey method. For this purpose, a survey was conducted with 158 middle and senior managers from 45 manufacturing operations in İzmir and surrounding areas. The questionnaire part of the study consists of three parts. In the first part, 8 expressions were used to determine the demographic and socio-economic characteristics of the participants. In the second part, 45 phrases were utilized to measure Perfectionism behavior of individuals. In the third chapter, 20 expressions of UCLA Loneliness Scale were used to measure the Loneliness of the individual.

Hypotheses results are giving below.

H1a hypothesis which explains there is a positive and significant relationship between "Self-Oriented Perfectionism" and "Loneliness" is rejected.

The H1b hypothesis was accepted for the research had a positive and significant relationship between "Other-Oriented Perfectionism and Loneliness".

The H1c hypothesis was accepted for the researcher found a positive and significant relationship between "Socially-Prescribed Perfectionism and Loneliness".

No relationship was found between the Self-Oriented Perfectionism sub-dimension of Perfectionism variable and Loneliness, but there were positive and significant relationships between Other-Oriented Perfectionism and Socially-Prescribed Perfectionism and Loneliness.

To achieve its goals, the manager works hard and keeps its standards at high levels. To accomplish his/her goals, the manager avoids adopting a management approach that puts pressure on his/her subordinates and seeks to achieve high standards of goals with his/her own efforts. For this reason, elements of the social environment that do not feel pressure, do not leave the manager alone and the manager does not feel the sense of Loneliness.

The manager, who has put pressure on social environment with high standards and intense work schedule, has been pushed to the loneliness by his/her surroundings. Loneliness Sensation perception is caused by the fact that the manager creates a subversive work pressure on his/her subordinates. The manager is hurting his social networks while trying to reach perfection.

The manager believes that his/her subordinates assessed him/herself negatively because of the effort to reach high standards. For this reason, he chooses to be lonely by isolating himself from his social networks.

The study has filled an important gap in the field because it deals with the concept of Perfectionism, which is one of the important problems of modern working life, at the level of the increasingly isolated individual, the manager.

It can be realized in terms of the results obtained and overlaps with the facts. The results of working in administrative applications can be taken into account. Problems need to be addressed before improvements can be realized. The problem is that the manager shows Other-Oriented or Socially-Prescribed Perfectionism behaviors, and that the sense of loneliness is perceived as a result. Following studies to be conducted later on can be focused on researches on the prevention of loneliness sensation. The results can be generalized with the participation of much larger masses in research.

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