



Original Article

Impact of Negative Perfectionism on Procrastination and Job Burnout among Public Sector Employees: Role of Stress as Mediator

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Abstract

This study examined the mediating role of stress in relationship between perfectionism, procrastination and job burnout among the employees. The data was collected from 243 employees of public sector organizations and the sample included the workers who were working in the office setting environment including, bankers, managers, software engineers, administrators and employees of call centers. To collect the data a consent form was used to get the voluntary responses, the other instruments included a demographic sheet, Negative Perfectionism Scale (NPS), Procrastination at Work Scale (PAWS), Oldenburg burnout inventory (OLBI) and Stress subscale from the DASS-21. The results of the study showed that there is a significant positive relationship between perfectionism and procrastination, and a significant relationship between perfectionism and job burnout. In addition, there is a mediating role of stress in the relationship between perfectionism, procrastination, and job burnout among the employees. However, the results of the t-test analysis showed that a significant difference between level of stress and procrastination was found in both genders. Findings of the current study suggests that Perfectionism is significantly associated with procrastination and job burnout, the mediating role of stress was found in the relationship between study variables.

Keywords: job burnout, perfectionism, procrastination, stress, workplace

INTRODUCTION

Numerous studies have been conducted on Perfectionism, which is the inclination to hold oneself to impossibly high standards and to be harshly critical of one's own actions (Yosopov, 2020). It is a trait frequently associated with gifted people, has been linked to several distinct aspects (Lee, et al., 2021). The foundation of perfectionism studies is linked to psychoanalytic philosophy, according to Freud. Perfectionism is characterized by Sigmund Freud as "a characteristic of the superego and an excessive desire for achievement" (Cohen, 2020, p.15). If a school leader sets goals that are beyond the capacity of the personnel, the employees may be disengaged with the goals. Stress can be a contributing element when perfectionism is present. It has been underlined that to cope effectively with stress, it is important to avoid perfectionist behavior, and it has been proven that overcoming inadequacies reduces occupational stress (Baytak & Altun, 2018).

A meta-analytic review showed that perfectionist is not only the one who are intellectually gifted, but it is a multidimensional construct (Stricker et al., 2020). Perfectionist characteristics includes the over generalization of failure, even in small tasks which directly affect their self-esteem and leads to the habit of criticizing one's own self (Pannhausen, et al., 2020). Considerable study on the causes, nature, and effects of perfectionism has identified numerous obstacles for people who just want to be perfect, with extensive evidence proving that perfectionism has a negative impact on health and well-being. Perfectionism of self-placed comprises within its convictions that striving to be perfect and being flawless are important to one and is shown by establishing excessively demanding objectives and for one individual having a perfectionist motivation (Naz, et al., 2021).

Perfectionism is a multidimensional construct, one research identified the two major dimensions of perfectionism, perfectionistic concerns, and perfectionistic strivings. Perfectionism can be positive and negative in nature. The positive perfectionism is the positive belief about one's own self i.e. I am the perfect one and can perform any task; however negative perfectionism is the tendency to think negatively about our own self (Smith et al., 2021). Research had shown some major dimensions of perfectionism which includes, the negative and positive perfectionism, psychotic verses normal perfectionism, unhealthy and healthy perfectionism, maladaptive perfectionism verses positive achievement striving, and it also can be internal verses external perfectionism (Ahmed et al., 2021). Negative perfectionists exhibit ambivalence and excessive anxiety, and typically establish lofty and impossible objectives. They are dissatisfied with their own work (Kirdök, 2018).

According to a research, perfectionist cognition is strongly and positively associated with procrastination cognition. Procrastination is defined as the illogical propensity to deliberately postpone the commencement or completion of activities even when one is aware that doing so would result in negative consequences in the long term. Individuals who have negative automatic thinking regarding the desire to achieve excellence are also likely to have negative thoughts about procrastination behavior (Yosopov, 2020). Research define Procrastination as an unreasonable and acratik attitude as it's to intentionally postpone a desired course of action while anticipating being worse off because of the delay (Eerde & Klingsieck, 2018). Perfectionistic

worries about committing errors and uncertainties about activities have a favorable link with procrastination (Smith et al., 2017).

According to the researches, Individuals who frequently engage in procrastinatory actions are also more prone to have automatic, negative attitudes about themselves and the work of concern (Yosopov, 2020). Procrastination has been observed to vary with task features, being particularly strongly related with the unpleasant task components of annoyance, resentment, and boredom (Ferrari, 2013). According to studies, perfectionism has a favorable association with procrastination (Mandel, et al., 2015). Academic performance, self-efficacy, and perfectionism are all characteristics that might predict procrastination (Kurtovic, et al., 2019).

The previous literature has examined the relationship between perfectionism and procrastination, and the results indicate that the two constructs, perfectionism and procrastination are interconnected. According to a research, the superordinate dimensions of Perfectionistic Strivings (PS) and Perfectionistic Concerns (PC) have distinct correlations with trait procrastination (Sirois, et al., 2017). Individuals who are excessively worried about making errors, full of self-doubt, and obsessed with others' opinions are more prone to engage in procrastination behaviors, such as postponing beginning or finishing essential activities. Individuals who demand perfection of themselves and strive for faultless performance are unlikely to participate in procrastination behaviors, according to Perfectionistic Strivings characteristics that are defined by high self-imposed standards. Some researchers found a substantial and positive correlation between perfectionistic and procrastinatory cognitions from a cognitive perspective. People who have negative automatic thoughts about the desire to achieve perfection are more likely to have unfavorable automatic thoughts about procrastination (Yosopov, 2020).

Psychological dysfunction such as perfectionism is characterized by unpleasant emotions, including depression, anxiety, and stress (Lee, et al., 2021). Much research has shown that stress and procrastination have a significant connection and are common problematic behaviors among students, with a detrimental effect on their academic performance (Dev, 2018). A research was conducted to study the relationship between procrastination, stress, and its relation to different parenting style. The result of this study summed up that procrastination shown to be positively linked to both subjectively felt stress and objective stress responses. One of another study indicate that, managers and employees who are perfectionists contribute significantly to stress in a company. Individuals who are perfectionists go to great lengths to achieve their goals. The qualities of some perfectionists are the same for most. In general, they are neatly dressed and well-organized (Burcaş & Creţu, 2021). Because of this, they put themselves in far more difficult situations than others and they also drive others into similar situations. They appear competent and self-sufficient from the outside. Their "self-contained" nature is often coveted by others. Occasionally, they appear to be flawless. It's not the same inside, though. They believe they have no control over their life which later lead them to suffer from stress (Cimsir & Tumlu, 2021).

Burnout and different dimensions of perfectionism have a strong correlation, proved through literature. Job burnout is a three-dimensional condition characterized by emotional and physical fatigue, an indifferent attitude toward the receivers of one's services, and a sense of professional failure that results in a diminished level of self-achievement. Perfectionistic concerns demonstrated a medium-to-large favorable relation with overall burnout and a medium positive relationship with each sign of burnout, confirming this. Perfectionistic worries capture self-evaluative inclinations that make people susceptible to stress accumulation (Andrew & Curran, 2016). In any organization, procrastination and job burnout are significant and effective problems and significantly correlated to each other (Shahbaziyanikhonig, et al., 2017). Burnout, despair, and procrastination are all causal factors of one another, and this link may be seen in people's reactions and attitudes to various living situations. As a result, in situations when burnout and despair are severe, procrastination may rise and work satisfaction may diminish (Kumcagiz et al., 2014).

Perfectionism and procrastination are closely linked, as shown by research. When a person has negative perfectionism, it may lead to delaying behavior, which can lead to a variety of difficulties in finishing their professional task. Job burnout and stress among employees are two of the most common issues which may face by the persons having perfectionist or procrastinatory tendencies. Perfectionism is a multidimensional concept studied in literature and it has many of different effects on one's life. Researchers were using different models of perfectionism, but the recent literature is now focusing on the positive and negative dimensions of perfectionism given by Terry-Short, et al., (1995). Positive dimension focuses on setting high standards and then try to achieve the goals in a well-mannered way without having any severe issues. However, Negative perfectionism leads one person to several kind of mental health issues which can also affect the quality of their work. Literature have established a strong relation between perfectionism and procrastination.

Procrastination is the unnecessary delaying of assigned tasks and it is the kind of behavior which can affect one's educational or organizational career (Dev, 2018). Negative perfectionism and procrastination are the kind of behavior which can result in job burnout among employees. Burnout is a psychomotor retardation that affects those who work in the any kind of office setting environment (Shahbaziyanikhoni, et al., 2017). It is also proved through literature that perfectionism and procrastination can lead toward job burnout, so it is important to explore this relationship in a single study. Negative perfectionism and procrastination effect one's position in an organization, and as a result employee suffer, other than burnout, stress also causes psychological and physical impairment among individuals. Until now, no research has addressed a particular aspect of perfectionism and procrastination and its relationship to work burnout in a single study. However, the job burnout and the procrastinatory behavior are considered the most important problem to look on and try to find out the ways to sort them out to increase productivity in their workplace. Thus, the aim of this study is to fill this gap in existing literature along with a mediation analysis with stress.

Research Questions

In order to meet the objective of this study following are the research question of the study were formed:

- Is there any relationship among Negative perfectionism, procrastination and job burnout among employees?
- Negative Perfectionism leads to procrastination and job burnout?
- Is procrastination and job burnout both strongly associated with Negative Perfectionism?
- Does the stress mediate the relationship of negative perfectionism, procrastination, and job burnout relationships among employees?
- Is there any relation exist between negative perfectionism, procrastination, and job burnout exclusively when there is stress?

THEORETICAL FRAMEWORK

Learning theory is support of this research as this study much emphasize on perfectionism and procrastinators behavior among employees and this is a kind of traits which people learn through their environments. Focusing on the relationship of perfectionism, procrastination and job burnout which will be mediated by stress (Figure 1). The learning theories of development are primarily concerned with the effects of the environment on the learning process. Environmental effects such as associations, reinforcements, punishments, and observations are examples of such environmental influences. Moreover, many of the studies suggest that the perfectionism is a learned behavior. With the help of learning theory, Terry-Short, et al., (1995) have defined different dimensions of perfectionism and its major emphasis was on positive and negative aspect of this construct and he also clarifies that perfectionism can study along with many of the procrastination, negative affect, disordered eating pattern and many other kinds of issues (Sederlund, et al., 2020). In the literature, Procrastination has been shown to be strongly associated with elevated levels of worry and stress.

These negative learned behaviors including perfectionism and procrastination can cause negative self-regulated learning which may later lead a person to suffer from stress, anxiety, and other kind of illnesses (Joubert, 2015). As the literature indicate that perfectionism and procrastination can bring negative affect among individuals; so it can also confirmed from the literature that negative effects can cause job burnout in employees. Psychoanalytic perspective of Sigmund Freud can also be used to support the relationship of our study variables. According to this perspective, the pleasure principal procrastination, is defined as the habitual pursuit of immediate pleasure (gratification) and avoidance of suffering (Joubert, 2015). Moreover, procrastination is a kind of behavior which is closely associated with procrastinator tendencies (Yosopov, 2020).

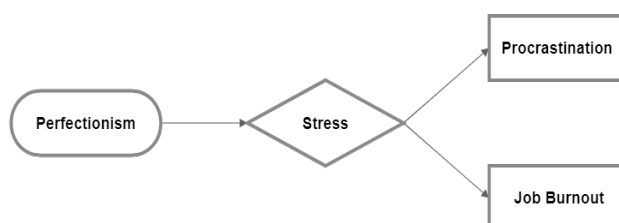


Figure. 1. Relationship between perfectionism, procrastination and burnout is mediated by the role of

stress.

Rationale

Literature have proved separately that perfectionism and procrastination have led to many kinds of psychological dysfunctions. Job burnout is something which can result different kind of health-related issues. Stress is the most common disorder which negative perfectionist may encounter, and stress is something which can ruin the quality of a person's work quality because of the inappropriate health condition (Athulya & Phillip, 2016). Negative perfectionism causes procrastination among employees and then this will lead to job burnout among employees and this relationship can also examine by studying the mediating role of stress in this relationship (Kanten & Yesiltas, 2015). So, the other main significant objective is to study the mediating role of stress in relationship of negative perfectionism, procrastination and job burnout among the workers working in different workplaces. Additionally, this research enlighten that firms should examine the consequences of negative perfectionism and procrastinators conduct, and how this connection will lead to burnout in the future, as well as how stress will mediate this relationship and then can badly effect the productivity of a workplace. By examining the results of this study entrepreneurs will let know that what preventive measure can be taken to avoid any kind of negative behavior in their workplace which will increase the quality of work done.

Research Objectives

- To study the relationship between negative perfectionism, procrastination, and burnout among employees
- To study how the relationship of negative perfectionism, procrastination, and burnout will be mediated by the presence of stress
- To study the gender differences in the relationship of negative perfectionism, procrastination, and burnout which is mediated by the role of stress among employees

Hypothesis

- There is a positive relationship between negative perfectionism, procrastination, job burnout and stress
- There is a difference of gender in relationship between perfectionism, procrastination, job burnout and stress
- The relationship between negative perfectionism, procrastination, job burnout, is mediated by the role of stress among employees

METHODOLOGY

This research has predictive correlational research design because it aims at predicting the association between, perfectionism(predictor) and procrastination and job burnout (outcome variable). And in order to meet the objective of this study, quantitative research design is used, in which a set of demographic information and some questionnaires were used to measure each variable. Inductive research was used for this study in which the researchers begin by making particular observations, which are then utilized to generate generalized hypotheses and theories to make research-based conclusions. The sample was comprised of 243 employees (M=70.4%; F=29.6%), and their age ranged from 20 to 50. Convenient sampling technique was used to recruit employees from different organizations in Islamabad and Rawalpindi cities located in Pakistan. The data was collected from the administrators/managers, bank employees, employees of call center, and the employees of different software houses. The organization from which the data was gathered includes, Meezan Bank, HBL, JS Bank, Askari Bank, Bank Al Falah, Allied Bank, Askari Bank, Telenor Bank, Bank Islamic, Pak Oman Bank, UET, PTCL, Saufik, Global Link pvt, Zem Company, Cubix IT, AI Soft, Ufone Company, Mobilink Bank, MicroMerger Ltd, NADRA office, Mobilink Call Center, Abacus Company NUML and Comsats administration, and some other.

Instruments

The demographic data was collected which included age, gender, marital status, education, socio-economic status, job status/employment, and name of organization. Names of the respondents were asked as key connect however the privacy of the participants were strictly taken care.

Positive and Negative Perfectionism Scale

The Positive and Negative Perfectionism Scale (PANPS) scale was developed by Terry-Short, et al., (1995) to measure perfectionism in two dimensions, negative and positive. This is a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5) This scale is consisted of 40 items, among which 20 items measure negative perfectionism, and the rest aims to measure the positive dimension of perfectionism. Items are summed up to obtain the scores on each scale, higher and low values demonstrate the level of perfectionism on negative dimension. The negative perfectionism subscale is used in this research. The negative perfectionism subscale shows good internal consistency ranging from 0.81 to 0.88 (Egan, et al., 2011).

Procrastination at Work Scale

To assess procrastinating behavior in employees, Procrastination at Work Scale (PAWS) - a self-reported measure was used. This scale was developed in 2016 by Metin, et al., (2016). This is a 7-point Likert scale ranging from never (0) to always (6). It is consisted of 12-items. This scale has two dimensions soldiering (item no: 1, 2, 3, 4, 5, 6, 7, 11), and cyberslacking (item no: 8, 9, 10, 12). The scale is considered highly reliable and valid for measuring procrastination behavior at work. High scores indicate that the participant performs procrastination more often.

Oldenburg Burnout Inventory

The Oldenburg Burnout Inventory (OLBI) scale was developed by Evangelia Demerouti for measuring burnout including two subscales of exhaustion and disengagement spectrums (Reis, et al., 2015). This is a self-reported measure and is a 4-point Likert scale ranging from strongly agree (1) to strongly disagree (4). Disengagement items are 1, 3, 6, 7, 9, 11, 13 and 15; however, the remaining item 2, 4, 5, 8, 10, 12, 14 and 16 measure Exhaustion. Item no 2, 3, 4, 6, 8, 9, 11 and 12 are reversed coded item which means that participant scored 1 marked 4, 2 scored 3, and vice versa. Scores are calculated by adding the total of the two subscales to get the overall score of burnouts. The higher the number, the more burnt out you are. A study explores the Cronbach alpha reliability coefficient of the two subscales disengagement and exhaustion, are 0.87 and 0.81 respectively (Reis, et al., 2015).

Depression Anxiety Stress Scale

The Depression Anxiety Stress Scale (DASS-21) is a self-report measure developed by Lovibond and Lovibond and was originally developed in 1995 and later revised in the 2017. This is a 4-point Likert scale ranging from 0 (Did not apply to me at all) to 3 (Applied to me very much or most of the time), which aims to measure the 3 different dimensions of emotional states including depression, stress and anxiety. It consists of 21 items; each subscale is having 7 items measuring different dimension. The subscale, stress is being used in this research which contains the item of 1, 6, 8, 11, 12, 14, and 18 (Moharram-Nejadifard, et al., 2020). This is valid and reliable with Cronbach Alpha values of 0.72 for the Depression subscale, 0.77 for the Anxiety subscale, 0.70 for the Stress subscale, and 0.88 for the total scale (Le, et al., 2017).

Procedure

Predictive research design is used in this research. The targeted population of this research was employees of different organizations. The data was collected after taking the permission from the authorities of the different targeted institutions and workplaces. After giving the brief introduction regarding the purpose of the study, the questionnaires were distributed, along with a consent form. It took 10 to 15 minutes for each participant to fill out the questionnaires. They were informed that their responses would be kept private and would be used only for educational purpose and for the objectives of the specific study. Data was analyzed through IBM SPSS Statistics version 21 and statistical plan includes the frequency and descriptive analysis, Pearson correlation, and independent sample t-test was conducted. The mediation analysis was done using Preacher & Hayes model in micro-process.

RESULTS & FINDINGS

Descriptive Statistics of Participants

Table 1 is showing the demographic characteristics of the participants of this research. The sample was comprising of 243 employees. 65.8% were employees age ranging from 20-29, 22.2% were belongs to 30-39 and 11.9% were of 40-40 years of age. The percentage of age ranging 20-29 is high. The sample included 171(70.4%) male and 72(29.6%) female employees. 92(37.9%) employees were married, 143 (58.8%) employees were un-married and 8(3.3%) employees were divorced. There were 6 (2.5%) employees were having matric

degree, 22 (9.1%) were done with intermediate, 140 (57.6%) were graduates, 72 (29.6%) were having master’s degree, and only 3 (1.2%) were having PHD degree. No of employees belonging to upper class were 42 (17.3%), 181 (74.5) employees were belonging from middle class and 20 (8.2) were from lower class. There were 57 (23.5%) bank employees, 27 (11.1%) were software engineers, 130 (53.5%) were administrators and managers, and 29 (11.9%) were the employees of different call centers.

Table 1

Demographic Characteristics (n=243)

Variables	Characteristics	Frequency	%
Age	20-29	160	65.8
	30-39	54	22.2
	40-50	29	11.9
Gender	Male	171	70.4
	Female	72	29.6
Marital status	Married	92	37.9
	Un-married	143	58.8
	Divorced	8	3.3
Education	Matric	6	2.5
	Intermediate	22	9.1
	Bachelors	140	57.6
	Masters	72	29.6
	PHD	3	1.2
Socio-economic status	Upper Class	42	17.3
	Middle Class	181	74.5
	Lower Class	20	8.2
Job status	Bank Employee	57	23.5
	Software Engineer	27	11.1
	Administrators/managers	130	53.5
	Call Center Employee	29	11.9

Descriptive Statistics of Responses

Table 2 shows reliability of different studying variable in this study. The reliability analysis showed high internal consistency of PAWS, procrastination scale is ($\alpha = 0.89$), its subscale soldiering ($\alpha = .85$) and cyberslacking ($\alpha = 0.71$). The reliability of NPS, perfectionism scale is ($\alpha = .83$). Burnout internal consistency was ($\alpha = .51$) and the Stress scale showed good consistency ($\alpha = .77$).

Table 2

Descriptive Statistics for Study Variable

	N	α	Range		M	SD	Skewness	Kurtosis
			Actual	Potential				
Procrastination	12	0.89	0-67	0-72	29.81	14.93	0.03	-0.67
Soldiering	8	0.85	0-63	0-48	18.96	10.42	0.09	-0.86
Cyberslacking	4	0.71	0-24	0-24	10.84	5.8	-0.24	-0.71
Negative Perfectionism	20	0.83	20-12	20-10	67.12	12.82	0.03	1.33
Stress	7	0.77	0-20	0-21	9.23	4.25	0.21	-0.34
Burnout	16	0.51	19-56	16-64	36.55	4.99	0.14	2.2
Disengagement	8	0.31	11-29	8-32	18.64	2.79	0.39	1.18
Exhaustion	8	0.39	7-25	8-32	15.62	2.59	-0.02	1.14

Correlation Analysis

Table 3 representing the correlation of the study variable. The correlation analysis revealed that there was a positive, significant and a strong relation exist between the Procrastination at Work Scale (PAWS) and its

subscale of soldiering (.96) and cyberslacking (.85). It revealed that Procrastination at Work Scale (PAWS) and its subscale had a significant positive correlation with Negative Perfectionism Scale (NPS). It was also founded that there was a positive and significant correlation exist between Olden Burnout Inventory (OLBI) and other variables. It was also explored that stress is having a positive and significant relationship with other variables and their dimensions.

Table 3

Correlations

	PAWS	Soldiering	Cybers-lacking	NPS	OLBI	Dis-engagement	Exhaustion	Stress
PAWS	1	.96**	.85**	.41**	.46**	.38**	.39**	.52**
Soldiering		1	.67**	.41**	.43**	.36**	.35**	.52**
Cyberslacking			1	.32**	.42**	.33**	.37**	.40**
NPS				1	.37**	.26**	.36**	.34**
OLBI					1	.83**	.83**	.41**
Disengagement						1	.37**	.34**
Exhaustion							1	.34**
Stress								1

Independent Sample t-test

Table 4 is showing that perfectionism is higher in males (M=68.52, SD= 13.44) as compared to female employees (M= 63.81, SD = 13.44). The stress level is high in females (M=10.14, SD=4.75) as compared to the male employees (M=8.85, SD=3.96). There is no significant difference of burnout founded in both genders, in male (M=40.30, SD=4.407) however in female (M=40.47, SD=5.15). The level of procrastination is high in females (M=30.10, SD= 14.83) as compared to males (M=29.68, SD= 15.01).

Table 4

t-test of Gender

Variables	Male		Female		t	p	95% CI		Cohen's d
	M	SD	M	SD			LL	UL	
Procrastination	29.68	15.01	30.10	14.83	-1.96	.84	-4.55	3.73	0.23
Perfectionism	68.52	12.32	63.81	13.44	2.65	.01	1.21	8.23	0.36
Stress	8.85	3.969	10.14	4.75	-2.18	.03	-2.46	-.125	0.29
Job Burnout	40.30	4.407	40.47	5.15	-2.67	.79	-1.46	1.11	0.03

Mediation Analysis

Table 5 showing the mediation analysis of stress variable, in relationship with negative perfectionism, procrastination and job burnout. The total effect of stress is statistically significant which is indicating that stress is mediator between negative perfectionism and procrastination (LLCI= .56; ULCI=1.01) and in relationship of negative perfectionism and job burnout (LLCI=.11; ULCI=.22).

Table 5

Mediation Analysis

Mediation Analysis	Effect	SE	t	LLCI	ULCI
Total effects					
Negative Perfectionism – Procrastination	.79	.11	6.92	.56	1.01
Negative perfectionism – job burnout	.17	.03	6.21	.11	.22
Direct effect					
Negative Perfectionism – Procrastination	.50	.109	4.61	.29	.72
Negative perfectionism – job burnout	.12	.03	4.31	.06	.17
Indirect effect					
Negative Perfectionism – Procrastination	.28	.06		.16	.42
Negative perfectionism – job burnout	.05	.01		.02	.08

Discussion

This section includes the discussion part which is based on the analysis and the obtained result. An attempt was done to study the relationship between perfectionism, procrastination, job burnout and mediating role of stress among the employees of different public sector organization. To study this relationship 243 employees were chosen as sample through random sample technique. Individual who showed consent to take part in the study were investigated after analyzing the inclusion criteria of research. The demographic sheet was used, along with a consent form. Procrastination at Work Scale (PAWS), Negative Perfectionism Scale (NPS), Job Burnout Scale and Stress subscale of DASS-21 Were used to collect the data. The overall reliability of PAWS was $\alpha = 0.89$, the reliability of NPS was $\alpha = .83$, the internal consistency of job burnout was $\alpha = .51$, and the stress subscale showed internal consistency of $\alpha = .77$.

Pearson correlation was conducted to study how perfectionism is related to procrastination and it resulted that there is positive and significant relationship exist between the perfectionism and procrastination. The relationship between perfectionism and procrastination was investigated in a meta-analytic study and resulted the same that there is significant relationship exist between the perfectionism and procrastination. Another study looked at the causal and statistically significant association between negative perfectionism and procrastination, as well as the mediation function of anxiety and cognitive avoidance. And the result of this study confirms that there is significant relationship exist between the negative perfectionism and procrastination.

Another research question was related to studying the relationship between perfectionism and stress. The result, after testing the hypothesis, indicated that there is a significant and positive relationship exists between the negative perfectionism and stress. This relationship was also investigated which concluded that negative perfectionism is a cause of stress that often leaves people feeling defeated, and when stressful events aren't dealt with properly, they can lead to a variety of emotional reactions, including addictive behaviors (Ayadi et al., 2021). Another study was done to determine the amount of stress and its relationship to perfectionism and anxiety. Psychosocial stress is common in the business and academic environment, according to this study, owing to increased conflict, unmet expectations, or emotional reactions produced by a lack of control. The degree of anxiety and the perfectionist tendencies of a person are linked to how they experience stress. According to the findings of this study, there is a positive and statistically significant link between perfectionism, stress, and anxiety (Hamblin, 2018).

Another research question was about the relationship between negative perfectionism and job burnout. This hypothesis was tested and the results shows up that there is significant and well-establish relationship exist between the perfectionism and job burnout. This relationship was also explored in different studies. A recent study was conducted to determine the impact of perfectionism on job burnout among an organization's personnel. The findings revealed that different characteristics of perfectionism and job burnout have a positive and significant association (Gürel, et al., 2021). The association between maladaptive perfectionism, burnout, and other variables was investigated in an Iranian research of EFL teachers. The Pearson correlation coefficient was tested, and the study proved positive and significant association between maladaptive perfectionism, a bad feature of perfectionism, and teacher burnout.

The other hypothesis of this research was about the relationship between stress and procrastination and the result of Pearson correlation indicates the significant and positive relationship between procrastinatory behavior in employees and its relation to stress. According to a behavioral perspective, people who have a pattern of delaying behavior and are unable to complete activities on time can acquire stress as a result of the repercussions of not meeting deadlines (Sirois, 2016). Interactions with one's workplace cause internal changes that cause individuals to depart from their usual functioning, resulting in job-related stress, and procrastination is a factor that can increase the level of work stress, according to scientific data. A study of the association between procrastination and job stress was conducted on a sample of 245 employees in Rajhistan city. According to the findings of this study, there is a strong and positive association between job stress and all aspects of procrastination.

The other hypothesis of this research was 'Stress increases the chances of job burnout and is positively related to each other'. After applying correlation analysis, this hypothesis was accepted and proved that there is a significant relationship between stress and job burnout. According to a qualitative study conducted on teachers, stress and negative emotions are closely associated, which might contribute to job burnout (Laybourn, et al., 2019). A past research of nurses found a favorable and significant link between job burnout,

stress, and job performance (Munnangi et al., 2018). According to a study that measured the association between job stress, satisfaction, burnout, and commitment revealed that Job stress is positively connected to job burnout, and job burnout mediates the effect of job stress and organizational commitment (Wang, et al., 2020). A research was conducted to determine the mediating function of job burnout in relation to stress and psychological distress among drivers and passengers, and the findings show that communicative stress among drivers and passengers is positively connected to job burnout and psychological discomfort (Tu, et al., 2021).

Another research question of this hypothesis is that the relationship of perfectionism, procrastination and job burnout is mediated by the role of stress. This hypothesis is accepted as a result of this analysis. There is a lot of evidence that perfectionism is a personality trait that causes people to put off doing their work in order to be perfect (procrastination). People who procrastinate on a regular basis are also more likely to have habitual, negative attitudes about themselves and the job they are responsible for completing (Yosopov, 2020). The prevalence of perfectionism among school teachers, as well as the relationship between perfectionism, stress, burnout, and coping methods, were investigated in this study. Following an analysis of the findings, it was discovered that teachers who have a negative reaction to imperfection and who have been under pressure from children and their parents are more likely to experience stress, which raises the risk of burnout. A study was conducted to investigate the mediating role of learning stress in relationship of learning perfectionism and burnout related to learning. This relationship was examined among 552 students of grade 3 to 6. The results of the study showed that the relationship of learning perfectionism and learning burnout is mediated by the role of learning stress (Yang & Chen, 2016).

CONCLUSION & RECOMMENDATIONS

The present study aims to find out the mediating effect of stress in relationship between perfectionism, procrastination, job burnout among the employees. Findings of the current study suggests that Perfectionism is significantly associated with procrastination. Perfectionism is significantly and positively associated with job burnout. There is a strong and significant relationship was found between perfectionism and stress. Stress is having a significant relationship with job burnout and procrastination as well. Stress plays the role of mediator in relationship between perfectionism and procrastination. The relationship of perfectionism and job burnout is mediated by the role of stress. The relationship between the perfectionism, procrastination and job burnout is slightly stronger in females than males.

Literature emphasizes on how different dimensions of procrastination and perfectionism are causing stress in individuals, however different dimensions are not studied separately in the previous research, so the result of this study gives an important contribution to fulfill the research gap. The results of the study can also help the organizations to improve their productivity by focusing on the issues like procrastination and perfectionism which can affect the day to day functioning. This research findings can also help the workers to see the consequences of the type of abnormal behavior like procrastination and perfectionism, and then can help to try to find out the ways to get rid of them.

Competing Interest

The authors have declared no competing interest.

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