

THE INFLUENCE OF PERFECTIONISM AND ABUSIVE SUPERVISION ON EMOTIONAL EXHAUSTION

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Abstract. *This study aims to analyze the influence of perfectionism and abusive supervision on emotional exhaustion. This study employed a quantitative method with descriptive and associative approaches. The population in this study consisted of 100 respondents. Data were collected through questionnaires using a Likert scale and analyzed using IBM SPSS Statistics through validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, and F-tests. The results showed that perfectionism had a positive and significant effect on emotional exhaustion with a significance value of 0.000. Meanwhile, abusive supervision did not have a significant effect on emotional exhaustion with a significance value of 0.656. Simultaneously, perfectionism and abusive supervision significantly affected emotional exhaustion with a significance value of 0.000 and a coefficient of determination value of 0.478, indicating that 47.8% of the variation in emotional exhaustion could be explained by both independent variables. This study shows that perfectionism has a considerable influence on emotional exhaustion.*

Keywords: *Abusive Supervision; Emotional Exhaustion; Perfectionism*

1. INTRODUCTION

Emotional exhaustion is increasingly important issue experienced by individuals due to high levels of academic and occupational pressure. Emotional exhaustion refers to a psychological condition characterized by emotional fatigue, reduced energy, and mental strain resulting from continuous demands. This condition may negatively affect productivity, psychological well-being, and quality of life. Working students are among the groups most vulnerable to emotional exhaustion because they are required to balance academic activities and work responsibilities simultaneously.

One factor that may influence emotional exhaustion is perfectionism. Perfectionism is defined as an individual tendency to establish excessively high standards and continuously strive for flawless outcomes. According to Frost et al. (1990), individuals with perfectionistic tendencies often experience fear of failure, excessive self-evaluation, and dissatisfaction with their achievements. Such conditions may create psychological pressure and increase the risk of emotional exhaustion.

In addition to perfectionism, abusive supervision is another factor that may contribute to emotional exhaustion. Abusive supervision refers to hostile verbal and non-verbal behavior demonstrated by supervisors toward subordinates over a prolonged period (Tepper, 2000). Such behaviors may include humiliation, intimidation, unfair treatment, and verbal aggression. Negative supervisory behavior may create an unhealthy work environment and increase emotional stress among employees, including working students

Previous studies indicate that perfectionism is related to stress and emotional exhaustion. Individuals with excessively high standards are more vulnerable to emotional pressure when outcomes do not meet expectations. Furthermore, abusive supervision can create an unhealthy work environment that increases the risk of emotional exhaustion.

Therefore, this study aims to examine the influence of perfectionism and abusive supervision on emotional exhaustion among working students. This research is expected to contribute to the development of organizational behavior and human resource management studies, particularly regarding psychological factors influencing emotional exhaustion.

2. LITERATURE REVIEW

2.1 Perfectionism

Perfectionism refers to an individual tendency to establish excessively high standards and continuously strive for perfect performance. Individuals with perfectionistic characteristics often evaluate themselves excessively and experience dissatisfaction when their achievements do not meet expectations (Burns, 1980). Perfectionism may lead to psychological pressure because individuals tend to avoid mistakes and continuously pursue flawless outcomes.

Indicators of Perfectionism:

1. High personal standards
2. Fear of making mistakes
3. Desire for perfect results
4. Self-imposed pressure
5. Excessive self-evaluation

2.2 Abusive Supervision

Abusive supervision refers to sustained hostile verbal and non-verbal behavior displayed by supervisors toward subordinates, excluding physical contact (Tepper, 2000). Such behavior may include verbal humiliation, intimidation, unfair treatment, and excessive supervisory pressure that create psychological discomfort among employees. Indicators of Abusive Supervision:

1. Harsh behavior
2. Verbal humiliation
3. Unfair treatment
4. Intimidation
5. Supervisory pressure

2.3 Emotional Exhaustion

Emotional exhaustion is a condition characterized by emotional fatigue, loss of energy, and psychological strain caused by prolonged stress and continuous demands. According to Maslach and Jackson (1981), emotional exhaustion represents the core dimension of burnout experienced by individuals who feel emotionally overwhelmed. Indicators of Emotional Exhaustion:

1. Emotional fatigue
2. Loss of energy
3. Psychological pressure
4. Decreased motivation
5. Easily stressed

2.4 Research Hypotheses

- H1: Perfectionism has a positive and significant effect on emotional exhaustion among working students.*
- H2: Abusive supervision has a significant effect on emotional exhaustion among working students.*
- H3: Perfectionism and abusive supervision simultaneously have a significant effect on emotional exhaustion among working students.*

3. RESEARCH METHODS

This study used a quantitative approach with descriptive and associative research methods. The respondents were 100 working students selected using purposive sampling techniques. Data collection was conducted through questionnaires using a Likert scale. The data were analyzed using IBM SPSS Statistics through several stages, including:

1. Validity Test
2. Reliability Test
3. Classical Assumption Test
4. Multiple Linear Regression Analysis
5. t-Test (Partial)
6. F-Test (Simultaneous)
7. Coefficient of Determination (R^2)

4. RESULTS AND DISCUSSION

4.1 Validity Test

Tabel Hasil Uji Validitas Instrumen Penelitian

Variabel	Kode item	r-Hitung	r-Tabel	Sig(2-tailed)	Keterangan
Perfectionism (X1)	P01	0,762	0,196	0,000	Valid
	P02	0,511	0,196	0,000	Valid
	P03	0,649	0,196	0,000	Valid
	P04	0,538	0,196	0,000	Valid
	P05	0,665	0,196	0,000	Valid
Abusive Supervisor (X2)	P01	0,717	0,196	0,000	Valid
	P02	0,783	0,196	0,000	Valid
	P03	0,766	0,196	0,000	Valid
	P04	0,713	0,196	0,000	Valid
	P05	0,742	0,196	0,000	Valid
Emotional Exhaustion (Y)	P01	0,780	0,196	0,000	Valid
	P02	0,776	0,196	0,000	Valid
	P03	0,778	0,196	0,000	Valid
	P04	0,783	0,196	0,000	Valid
	P05	0,715	0,196	0,000	Valid

Sumber: Output IBM SPSS Statistics, diolah peneliti (2026)

The results of the validity test showed that all questionnaire items had r-count values greater than r-table (0.196) and significance values below 0.05. Therefore, all items were declared valid.

4.2 Reliability Test

Tabel Hasil Uji Reliabilitas

Variabel	Cronbach's Alpha	Standar Reliabilitas	Keterangan
Perfectionism(X1)	0,868	0,70	Reliabel
Abusive Supervision(X2)	0,935	0,70	Reliabel
Emotional Exhaustion(Y)	0,930	0,70	Reliabel

Sumber: Output IBM SPSS Statistics, diolah peneliti (2026)

The reliability test results showed Cronbach's Alpha values above 0.70 for all variables, indicating that the instruments were reliable.

4.3 Classical Assumption Test

Tabel Hasil Uji Normalitas

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	3.9994696
Most Extreme Differences	Absolute	0.136
	Positive	0.085
	Negative	-0.136
Test Statistic		0.136
Asymp. Sig. (2-tailed)		.000 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Sumber: Output IBM SPSS Statistics, diolah peneliti (2026)

The classical assumption tests included normality, multicollinearity, heteroscedasticity, and autocorrelation tests. The results indicated that the regression model fulfilled the classical assumptions and was appropriate for further analysis.

4.4 Multiple Linear Regression Analysis

Tabel Hasil Regresi Linear Berganda

Model Summary^b		
R	R Square	
.692 ^a	0.478	
a. Predictors: (Constant), ABUSIVE SUPERVISION, PERFECTIONISM		
b. Dependent Variable: EMOTIONAL EXHAUSTION		

Sumber: Output IBM SPSS Statistics, diolah peneliti (2026)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1452.58	2	726.29	44.488	.000 ^b
	Residual	1583.58	97	16.326		

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	Total	3036.16	99			
a. Dependent Variable: EMOTIONAL EXHAUSTION						
b. Predictors: (Constant), ABUSIVE SUPERVISION, PERFECTIONISM						

Sumber: Output IBM SPSS Statistics, diolah peneliti (2026)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.417	2.141		0.662	0.51
	PERFECTIONISM	0.926	0.128	0.721	7.21	0
	ABUSIVE SUPERVISION	-0.06	0.133	-0.045	-0.447	0.656
a. Dependent Variable: EMOTIONAL EXHAUSTION						

Sumber: Output IBM SPSS Statistics, diolah peneliti (2026)

The regression analysis showed that perfectionism had a positive and significant effect on emotional exhaustion, while abusive supervision did not significantly affect emotional exhaustion.

4.5 Partial Test (t-Test)

Tabel Hasil Uji t

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.417	2.141		0.662	0.51
	PERFECTIONISM	0.926	0.128	0.721	7.21	0
	ABUSIVE SUPERVISION	-0.06	0.133	-0.045	-0.447	0.656
a. Dependent Variable: EMOTIONAL EXHAUSTION						

Sumber: Output IBM SPSS Statistics, diolah peneliti (2026)

The t-test results showed that perfectionism significantly affected emotional exhaustion with a significance value of $0.000 < 0.05$. Meanwhile, abusive supervision did not significantly affect emotional exhaustion with a significance value of $0.656 > 0.05$.

4.6 Simultaneous Test (F-Test)

Tabel Hasil Uji F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1452.58	2	726.29	44.488	.000 ^b
	Residual	1583.58	97	16.326		
	Total	3036.16	99			
a. Dependent Variable: EMOTIONAL EXHAUSTION						
b. Predictors: (Constant), ABUSIVE SUPERVISION, PERFECTIONISM						

Sumber: Output IBM SPSS Statistics, diolah peneliti (2026)

The F-test showed that perfectionism and abusive supervision simultaneously affected emotional exhaustion with a significance value of $0.000 < 0.05$.

4.7 Coefficient of Determination (R^2)

Tabel Hasil Uji Koefisien Determinasi (R^2)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.692 ^a	0.478	0.468	4.04	1.878
a. Predictors: (Constant), ABUSIVE SUPERVISION, PERFECTIONISM					
b. Dependent Variable: EMOTIONAL EXHAUSTION					

Source: Output IBM SPSS Statistics, diolah peneliti (2026)

The coefficient of determination value was 0.478, indicating that 47.8% of emotional exhaustion could be explained by perfectionism and abusive supervision.

CONCLUSION

Based on the results of this study, perfectionism has a positive and significant effect on emotional exhaustion. Individuals with high levels of perfectionism tend to experience greater emotional exhaustion due to excessive self-demands and pressure to achieve perfect results. Meanwhile, abusive supervision does not significantly affect emotional exhaustion. Simultaneously, perfectionism and abusive supervision significantly influence emotional exhaustion. Therefore, perfectionism is considered the most dominant factor affecting emotional exhaustion among students who work while studying.

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Education and Engineering (ICoISSEE-6)**

Bandung, Indonesia, July 25, 2026

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