

Breaking Barriers: The Power of Psychological Hardiness and Effective Rumination in Countering Social Undermining's Impact on Employee Engagement

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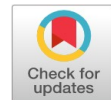
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Abstract: The main aim of this study is to find the effect of social undermining on employee work engagement. Moreover, this study also finds the moderating role of psychological hardiness on the relationship between social undermining and effective rumination. Furthermore, this research also investigates the mediating role of employee effective rumination between social undermining and employee work engagement. A total of (n=300) sample was selected for this study by using convenience sampling technique. SPSS and AMOS were used for the hypothesized relationship between main variables of the study. By applying two important theories of organizational behavior i.e. Self-regulation theory and fairness theory. The results of this study show that social undermining has negative and significant effect of employee work engagement. Social undermining has also a negative and significant effect on effective rumination. The results also show that psychological hardiness significantly moderates the relationship between social undermining and effective rumination. Furthermore, results also revealed that effective rumination significantly mediates the relationship between social undermining and employee work engagement. Further this study will open new avenues for practitioners and scholars.

Keywords: Social Undermining, Psychological Hardiness, Effective Rumination and Work Engagement .

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INTRODUCTION

Business owners take part in a variety of stakeholder interactions (Duffy et al., 2012; Hershcovis, 2011). When entrepreneurs and employees are exhausted from the hard business environment, which depletes individual energy, they may be less attentive of their words and behaviors toward others (Dunn & Schweitzer, 2006). Even seemingly innocent words or deeds could be taken as insulting or demeanor-inflicting.

Negative attitudes, remarks, or behaviors are examples of social undermining in contrast to the presence of positive social ties, such as social support (Bartone et al., 2012; Yu et al., 2022). Such undermining in the context of entrepreneurship can take the form of co-founders questioning the passion/ability of an entrepreneur and announcing their intention to leave (Schoellbauer, et al., 2023). We also hypothesize that for people to be able to self-regulate under stress and prevail over adversity, the impairment process is needed. A trait capacity that makes this possible is trait resilience (Shin et al., 2012). Resilient individuals should be less vulnerable to the negative effects of perceived social undermining since they are more resourceful than their brittle counterparts. This is because they can more readily adapt and readjust when faced with difficult situations (Block & Kremen, 1996).

The growing body of research on social undermining shows that victims' responses are largely influenced by their own perceptions of an offense, and that these reactions can have detrimental effects on both individuals and organizations (Andrade & Hoyle, 2023). These effects can include depression, diminished self-esteem, and psychosomatic symptoms in addition to increased counterproductive behavior, reciprocated social undermining,

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and decreased job satisfaction and retention (Greenbaum et al., 2012; Wang et al., 2014; Hepburn & Enns, 2013). Surprisingly, studies on work engagement have largely been prompted by research on burnout (Bakker et al. 2008). People who are involved in their work feel a strong connection to it and regard it as challenging rather than stressful or demanding, in contrast to those who are burnt out. There are two different but connected schools of thinking when it comes to the notion that job engagement is a good, employment-related feeling of fulfillment or well-being. According to Kobasa et al. (1982) findings from a three-and-a-half-year longitudinal study, individuals who are going through stressful life events are less likely to suffer negative consequences because of that stress. This finding is consistent with earlier studies (Li & Tuckey, 2023).

Entrepreneurship and the workplace are often fraught with a variety of challenges that call for people to practice self-regulation (Yu et al., 2022). Self-regulatory resources—psychological, mental, and physical—are thus crucial for assisting people in initiating and maintaining effort. When people perform behaviors that require self-regulation, their resources can be drained (Karimi & Nadi, 2021), affecting their capacity to control themselves and resulting in psychological stress (Barber et al., 2010) and burnout (Schmidt et al., 2007). Coworker social undermining is when one employee's capacity to maintain successful relationships, a good reputation at work, and success is intentionally harmed by their coworkers (Duffy et al. 2002). The ability of sleep to regenerate resources intrigues entrepreneurship. For instance, Williamson et al. (2019) discovered that sleep enhances entrepreneurs' cognitive skills for creativity while they discovered that sleep lessens entrepreneurs' weariness. But perceived social undermining may hinder productive ruminating via several processes (Kross et al., 2023). First, perceived social undermining often causes unpleasant feelings like anxiety or rage. Many times, these feelings make it more difficult for people to sleep (Yu et al., 2022). High levels of energy, activation, and tenacity in pursuing aims define vigor (Salanova et al., 2005). The third part, absorption, includes having complete focus and happiness, experiencing a sense of time passing swiftly, and finding it difficult to disengage from work (Salanova et al., 2005). The various concepts of sleep quantity and quality, each with a unique impact, are used to forecast psychological well-being. Past studies have proved that there is often a negligible or insignificant correlation between sleep duration and quality (Barnes et al., 2015).

This emphasizes the necessity to investigate the underlying causes of the employees' shorter sleep lengths. Additionally, few programs are directed towards the working population, even though many public health initiatives emphasize the value of sleep for the broader population. This study aims to draw attention to the other need to stress the value of sleep to employees who are having trouble getting the proper amount each night. The 90-minute sleep cycle should give us sufficient time in each of the several sleep stages, particularly the deep sleep period that leaves us feeling rested when we wake up (Robotham et al., 2011). The term "hardiness" is used to describe a variety of behaviors that are characterized by a strong feeling of dimension of hardiness (Bartone, 2000). Commitment is the ability to seek involvement over withdrawal and to perceive the world as fascinating and significant. As a result, the negative impacts of academic stress are reduced, and opportunities for personal development are created. Psychological hardiness has not been studied, but earlier research has linked other personality traits to a particular grasp of politics and its effects (Zhang et al., 2020). We think that a person's natural resilience will function as a powerful barrier against any potential detrimental effects of POP.

Research gap

Here are some recommendations based on our findings. First, our findings provide fresh perspectives for research into the negative impacts of business-people's social connections. Negative relationships must have a greater negative impact on happiness than positive relationships (Yu et al., 2022; Karimi & Nadi, 2021; Chan et al., 2020). Despite academics calling for a thorough investigation of them (Stephan, 2018) and qualitative evidence proving (Mulaphong, 2022), entrepreneurs might be affected by these interactions. We advance research on the negative aspects of entrepreneurs' social lives and offer a contrast to earlier research on perceived social undermining and outlining its implications for entrepreneurial well-being (Xu, Ayub & Iqbal, 2022; Schoellbauer et al., 2023).

Second, we add to the corpus of knowledge about the micro foundations (i.e., routine behaviors) of business-people's health (Thoroughgood et al., 2021; Bakker & Wang, 2020). Earlier studies (Yu et al., 2022; Song & Zhao, 2022; Andrade, & Hoyle, 2023) on the impacts of chronic work and personal characteristics have examined the significant milestone events of entrepreneurial success and failure (see Stephan, 2018, for a review). According

to Wach et al., (2023) research has not yet adequately uncovered how entrepreneurs deal with and recover from significant constraints daily from a philosophical and empirical standpoint. We discovered that daily recovery (i.e., sleep) and interest in work the next day for entrepreneurs is severely limited by perceived daily social undermining. And finally, by examining how people and circumstances interact, we advance our understanding of entrepreneurship well-being (Song & Zhao, 2022; Li & Tuckey, 2023; Kross et al., 2023). We show that the linkage between entrepreneurs perceived social undermining, and poor sleep is reduced more effectively by trait resilience than by the association between poor sleep and low job engagement.

Research Questions

- Q.1 Does Social undermining affect employee work engagement?
- Q.2 Does Sleep quality mediate the relationship between social undermining affect employee work engagements?
- Q.3 Does Psychological hardiness moderate the relationship between social undermining and Sleep quality?

Objectives

- To investigate the effect of social undermining on employee work engagement.
- To find the mediating role of Effective rumination between social undermining and work engagement
- To examine the moderating role of psychological hardiness on the relationship between social undermining and effective rumination

LITERATURE REVIEW

Social Undermining

The term "social undermining" describes deliberate acts intended to harm another person's good name, their capacity to complete their tasks, or their capacity to set up and preserve healthy connections (Duffy, Ganster, & Pagon, 2002). To foster positive working connections, boost collaboration and trust, and avoid conflict escalation, it is essential to comprehend victims' responses to social undermining. The growing body of research on social undermining shows that victims' responses are largely influenced by their own perceptions of an offense, and that these reactions can have detrimental effects on both individuals and organizations. These effects can include depression, diminished self-esteem, and psychosomatic symptoms in addition to increased counterproductive behavior, reciprocated social undermining, and decreased job satisfaction and retention (Greenbaum et al., 2012; Wang et al., 2014; Hepburn & Enns, 2013).

For example, research has set up an important distinction between purposeful and unintentional crime (Sarwar et al., 2020; Yoo & Frankwick, 2013), but it has not yet looked at whether or how much the underlying motivations of offenders may influence victim reactions. Prior research on social undermining has concentrated on causes and effects, presuming that the other person is being hurt for some reason, perhaps out of jealousy (Strongman, 2013). Research has not yet investigated other perpetrator motivations like self-egotism or avarice.

Work Engagement

Motivated employees work extremely hard since they can relate to it as a result. The person who invests personal resources (physical, cognitive, emotional, and mental) in their work and the jobs that allow them the ability to express themselves interact dynamically and dialectic-ally, according to Kahn (1990, 1992). Surprisingly, studies on work engagement have been prompted by research on burnout (Bakker et al. 2008). People who are involved in their work feel a strong connection to it and regard it as challenging rather than stressful or demanding, in contrast to those who are burnt out. There are two different but connected schools of thinking when it comes to the notion that job engagement is a good, employment-related feeling of fulfillment or well-being. Maslach & Leiter (1997) assert that the three burnout characteristics of energy, participation, and efficacy are the opposites of engagement.

Sleep Quality

A sound night's sleep is a reliable indicator of both physical and mental soundness, as well as general vigor. Even while the word "sleep quality" is often used by academics, doctors, and the general public," there isn't a consensus on what it exactly means. As of right now, the scientific community cannot offer any trustworthy

recommendations about what constitutes normal, ideal, healthy sleep, or good sleep quality. The brief definition of quality given by the Webster dictionary is "how good or awful something is" (Krystal & Edinger, 2008). As a result, asking for a self-rating is often used in a worldwide strategy to index sleep quality. These metrics represent how happy a person is with their sleep. This strategy is extended by comparing self-reported sleep quality to added indicators such as the environment, the time spent sleeping, physiologically derived indices, polysomnographic data, behavior, pharmacological treatments, and/or the existence of sleep disorders. The loss of consciousness during sleep makes people poor self-observers of this specific behavior, which is one clear drawback of using self-report for evaluating effective rumination (St-Onge, Mikic & Pietrolungo, 2016).

Electroencephalogram (EEG) signals define the characteristic architecture of sleep, which consists of a macro structure and a micro structure. This is due to the nebulous nature of the concept of quality (Akerstedt et al., 1994). An approach based on a self-rating measure, which shows how well each individual sleeps on their own, is widely used to evaluate effective rumination.

Psychological Hardiness

Psychological hardiness comprised of attitudes, commitment, control, and challenge, which are indirectly related to one another, psychological hardiness is modeled by a single latent variable (Bartone et al., 2008). When it comes to the feeling and evaluation of stressful life experiences, Bartone et al. (1989) compared people who are resilient to optimists who are more prone to view challenges in a positive light. Therefore, hardy people perceive activities as important learning stimuli, something they can devote to and enjoy (i.e., commitment), and something they can control (i.e., control) (Maddi, 1999b). Therefore, a tendency to find purpose in life is one trait of toughness (Bartone et al., 2012; Cole et al., 2006). Additionally, it has been proved that people with low toughness attitudes exhibit more signs of melancholy, worry, and psychological distress (Rhonewalt & Zone, 1989).

According to Kobasa et al. (1982) findings from a three-and-a-half-year longitudinal study, individuals who are going through stressful life events are less likely to suffer negative consequences because of that stress. This finding is consistent with earlier studies. Even after accounting for earlier illnesses, the researchers found that hardiness predicted both present and future well being in the same sample. Wiebe and McCallum (1986) discovered that a person's hardiness ratings were related to their future well-being in a related study. Added research, including ones including lawyers and other non executive groups, have discovered comparable associations among a variety of samples (Kobasa, 1982).

Social Undermining and Work Engagement

To achieve goals, humans can control their motivation, cognition, emotions, and actions according to a wide idea called self-regulation (Vohs and Baumeister, 2016). Entrepreneurship and the workplace are often fraught with a variety of challenges that call for people to practice self-regulation (Yu et al., 2022). Self-regulatory resources—psychological, mental, and physical—are thus crucial for aiding people in initiating and maintaining effort. When people perform behaviours that require self-regulation, their resources can be drained (Karimi & Nadi, 2021), affecting their capacity to control themselves and resulting in psychological stress (Barber et al., 2010) and burnout (Schmidt et al., 2007). Studies of harmful social interactions have successfully incorporated the resource-based self-regulation perspective (Chan, et al., 2020). Because the impact of negatively valenced events is asymmetrically greater than that of positively valence events, dysfunctional social interactions significantly drain self-regulatory resources (Li et al., 2019; Schoellbauer, Tement, & Korunka, 2023). In fact, when people are mistreated, they often first use self-regulatory mechanisms to restrain their emotions and rationally comprehend the situation before taking further action (Thau and Mitchell, 2010). According to Baumeister et al. (2000), this may result in energy depletion, which subsequently adversely affects these people's other attitudes and actions (Barber et al., 2017).

One harmful social interaction style is social undermining, which includes acting out negative emotions (such as anger or dislike), evaluating the target person negatively, acting in ways that prevent goal achievement, and expressing negative affect (Vinokur & van Ryn, 1993). For instance, a coworker might make fun of or say unpleasant things about an entrepreneur. Refusing to provide necessary information or engaging in other acts of withholding can undermine society (Mulaphong, 2022; Andrade, & Hoyle, 2023).

Coworker social undermining is when one employee's capacity to keep successful relationships, a good

reputation at work, and success is intentionally harmed by their coworkers (Duffy et al. 2002). Three fundamental traits were emphasized when Duffy et al. (2002) developed the construct for the workplace. First off, a behavior is only seen as undermining if the target believes it was done on purpose. This distinguishes social undermining from other types of aggressiveness at work, such as bullying, rudeness, and abusive supervision, which can happen without malicious intent (Hershcovis, 2011). Second, socially destructive behaviours may not be damaging if they are infrequent, but they have a cumulative effect that harms relationships over time. In the third section, social undermining is explored from the viewpoint of the target. As a result, the feeling of whether a behavior was harmful by the perpetrator, or the target may differ.

We make the case using SRT that the link between ethical leadership and disengagement is lessened when followers of an ethical leader face coworker social undermining behavior. According to SRT, there are social standards that regulate relationships between coworkers as well. These principles include accepting a fair part of the workload, pitching in when needed, and trying to repay debts, favors, and praises.

We argue that moral leaders aim to create work environments and group dynamics that uphold the social norms guiding interactions between coworkers. By employing rewards and penalties to make clear ethical expectations, ethical leaders can influence the behavior of their followers (Brown & Trevio, 2006). Therefore, it is possible that society will be undermined while being led by moral figures (Taylor & Pattie 2014).

Social undermining may lessen the harmful association between unethical leadership and disengagement in one of two ways. First off, other employees who are under the ethical leader's supervision may engage in social undermining. When this happens, one would expect the moral leader to step in to stop future subversive behavior. Nevertheless, the target can still experience increased disengagement because of the encounter. According to Duffy et al. (2006), social undermining inside the work group worsens when it happens infrequently. They claimed that this is partially because of a conflict between individual experiences and group norms since perceived violations were greeted with less severe responses when the group norm was more forgiving of infringement (Leung & Tong 2003). When employees compare how they are treated to how their coworkers are handled, the fairness principle can be used to explain this (Folger & Cropanzano 1998). The victim would be more inclined to believe that the offender followed the social norms set up by the ethical leader, however, if their coworkers had not experienced social undermining.

Second, individuals who are not under the authority of ethical leaders or those who are higher up in the organizational hierarchy than the ethical leader may engage in social undermining. This might be especially true in large organizations with a complex management structure. Leaders within an organization who do not promote standards of proper behavior toward others may oversee overseeing other team members. They might therefore be more likely to act in a socially destructive manner toward coworkers, especially those who they perceive to be outside the group (Ramsay et al., 2011). The social norms that regulate interactions among coworkers continue to apply to all members of the organization, and targets will continue to view social undermining as behavior that violates the norm. The social rule that says that leaders and subordinates should "look out for the well-being of subordinates" will have been broken as a result.

When social norms are broken, the target is disappointed (Henderson & Argyle, 1986). Because they encourage circumstances where followers expect societal standards to be supported, followers of moral leaders are likely to experience this unhappiness the most. This is because they prevent the leader from using influence, which lowers leadership effectiveness. Examples of this include rule violations generally and social undermining among employees (Kerr and Jermier 1978).

H₁: There is a negative relationship between social undermining and work engagement.

Social Undermining and Sleep Quality

Usually, the existence of a stressor that impairs one's ability to regulate oneself causes self-regulation impairment. Sleep is a vital step in the healing process that helps people recuperate from the stress and anxiety of everyday life (Yu et al., 2022; Li, & Tuckey, 2023). The ability of sleep to regenerate resources intrigues entrepreneurship. For instance, Williamson et al. (2019) discovered that sleep enhances entrepreneurs' cognitive skills for creativity, while they discovered that sleep lessens entrepreneurs' weariness. But perceived social undermining may hinder productive ruminating via a number of processes. First, perceived social undermining often causes unpleasant feelings like anxiety or rage. Many times, these feelings make it more difficult for people to sleep (Yu et al., 2022).

Second, biologically, worried, or depressed people have more rapid eye movement (REM) density and a quicker sleep initiation, which results in sleep issues such as obstructive apnea (Talbot et al., 2009). (Karamessinis et al., 2007).

Partner social undermining is when one partner is subjected to the expression of unfavorable emotions or the dissemination of a critical viewpoint (Li et al., 2019; Kross et al., 2023). We argue that partner social undermining is a behavioral stress because it is a reaction to workplace pressures (Jex & Beehr, 1991). We further suggest that the connection between partner social undermining and job stress is mediated by a lack of detachment. The argument is that staying on task during downtime prevents employees from having opportunities to restock resources, which causes a further loss of resources needed for self-control (Meier & Cho, 2019). When these resources run out, people behave more impulsively and antisocially (Baumeister & Exline, 1999). Employees who have depleted their resources (due to insufficient detachment) are more likely to undermine their spouse because pro-relationship behaviours like attentiveness and consideration for the partner's perspective demand resource expenditure as opposed to antagonistic and self-serving behaviours (Song & Zhao, 2022). This notion is supported by studies showing that insufficient separation is connected to a loss of resources, as seen by rising tiredness and fatigue (Mulaphong, 2022; Xu, Ayub & Iqbal, 2022). Further studies have shown that hostile marital behaviours take place when a person's psychological availability (i.e., their ability and desire to focus mental resources toward the spouse) is low. (Hepburn & Enns, 2013; Rodriguez-Muoz et al., 2022).

H₂: There is negative relationship between social undermining and effective rumination.

Effective Rumination and Work Engagement

Psycho-biological systems can settle and revert to their normal state during sleep (Ailshire & Burgard, 2012). Without this recovery, people run out of physical and psychological energy and often stop trying (Bakker et al., 2019; Yu et al., 2022). Therefore, getting enough sleep should help people be more engaged at work associated with work that is characterized by vitality, devotion, and absorption (Gabriel et al., 2021; Weigelt et al., 2019). Elevated levels of energy, activation, and tenacity in pursuing objectives define vigor (Salanova et al., 2005). The third part, absorption, includes having complete focus and happiness, experiencing a sense of time passing swiftly, and finding it difficult to disengage from work (Salanova et al., 2005). Entrepreneurial well being is influenced by work engagement, which reflects entrepreneurs.

These theoretical viewpoints contend that workers recover when they refrain from engaging in activities that sap their willpower and energy. The effort-recovery paradigm holds that workers must exert effort in the face of challenges at work. Recovery, or the return of psycho-biological systems to their pre-stressor state, may take place when these stressors are eliminated. We concentrate on sleep and brief rest intervals since they both serve the same purpose in that they allow for the replenishment of energy and self-control resources (Kundi et al., 2022).

Employees are more likely to devote their resources to their work after experiences in which they were able to replenish their energy and self-control resources, according to the framework for resource conservation (Gorgievski & Hobfoll, 2008; Hobfoll, 1998). In contrast, people will be less able and motivated to put effort into their professional activities when they do not feel healed and are low on energy and self-control. In the parts that follow, we go into further detail on the rationale for our recommendation that employees' daily work participation depend on sleep during off-duty hours and short breaks from work.

Humans need to sleep because it is a process for the central nervous system to heal (kerstedt et al., 2009). Employees can feel engaged at work because people's energy and self-regulatory resources are restored while they sleep and made available to them when they return to work the following day. According to Baumeister et al., (2000) and Kerstedt et al.,(2007), sleep is a time when resources are drained. The amount and quality of sleep are both especially important, according to sleep research (Hepburn & Enns, 2013). The quantity of sleep reflects the employee's overall quantity of sleep. The subjective sleep quality index assesses restorative sleep, nighttime awakenings, and trouble falling asleep (Rodríguez et al., 2022). Barnes (2012) evaluated the literature on sleep and concluded that getting enough good-quality, restful sleep should be necessary for refueling one's body's supply of energy and self-control (Baumeister et al., 2000). Field and laboratory investigations consistently proved that lack of sleep reduced one's ability to self-regulate (Zhang et al., 2020; Liu, 2020).

The relationship between sleep and state task involvement has not received much research despite the strong theoretical underpinnings of this school of thought. In the lone daily diary study to date, Diestel, et al.(2015)

discovered evidence in favor of a beneficial impact of efficient rumination on work engagement. Barnes et al.(2015) analysis provide some tangential support for our viewpoint . Through harsh supervision and the depletion of supervisors' egos, they looked at the crossover effects of successful rumination and proved how it was indirectly related to workers' work engagement.

H₃: There is positive relationship between effective rumination and work engagement.

Mediating Role of Sleep Quality

The most common definition of sleep is "a condition of immobility defined by noticeably decreased physiological responsiveness that permits brain activity restructuring" (Litwiller et al., 2017). In other words, since sleep is a necessary, active, and intentional process, humans cannot function without it (St-Onge & Pietrolungo, 2016). Additionally, it serves as a tenet of best physical and mental wellness. Studies show that sleep is a restorative activity with the goals of memory consolidation, emotional regulation, repair of minor injury, and regaining health and energy (Yi & Shin, 2006). The various concepts of sleep quantity and quality, each with a unique impact, are used to forecast psychological well-being. Past studies have set up that there is often a negligible or insignificant correlation between sleep duration and quality (Barnes et al., 2015; Su et al., 2022).

Health and sleep duration are negatively connected, with those who sleep less or more than the told seven to nine hours each night having increased mortality and illness risks (Hamilton et al., 2007). Despite the idea that getting enough sleep should be obvious for everyone, organizational psychology study reveals that few workers consistently get at least seven hours of sleep, with most workers sleeping far less during the workday (Litwiller et al., 2017). This emphasizes the necessity to investigate the underlying causes of the employees' shorter sleep lengths. Additionally, few programs are directed towards the working population, even though many public health initiatives emphasis the value of sleep for the broader population. This study aims to draw attention to the added need to stress the value of sleep to employees who are having trouble getting the proper amount each night. Due to their work habits, people who start early and put in long hours usually get less overall sleep (Luckhaupt et al., 2010). This may have been partially influenced by the increased opportunities for nocturnal activities that came along with the development of electric lighting and other technology. Additionally, technology advancements have made certain specialists always accessible, which raises the risk of stress and sleep disruption (Shochat, 2012).

However, studies proposed that sleep quality may be a more correct indicator of the sleep regulation process than sleep amount (Bierl, 2022; Tan et al., 2022). Indicators of poor sleep quality include the frequency of overnight awakenings, difficulty falling asleep and staying asleep, and feeling rested when you wake up (Litwiller et al., 2017). The 90-minute sleep cycle should give us sufficient time in each of the several sleep stages, particularly the deep sleep period that leaves us feeling rested when we wake up (Robotham et al., 2011). Even though getting good sleep is important, workers often struggle with it. Long work hours, demanding work assignments, social obligations.

In contrast to depletion and burnout, which are undesirable, positive outcomes that are negatively related with an employee's performance, work engagement plays a vital part in the JD-R (Schleupner & Kühnel, 2021).

The JD-R paradigm states that the availability and presence of resources encourages work involvement. According to the Effort Recovery model (Barber et al., 2013), sleep replenishes resources that were lost throughout the day. This idea predicts that sleep, through the replenishment of resources, has a beneficial relationship with work engagement. Better sleepers ought to have greater daytime resources at their disposal. As a result, they are more engaged at work than those who have poorer sleep habits. Indeed, prior studies have addressed and confirmed the favorable association between sleep quality and work engagement (Nishi et al., 2017).

For healing, resource replenishment, and for mental and physical health, sleep is crucial (Kubota et al., 2011). Numerous research show that getting too little sleep has health consequences (Brummelhuis & Bakker, 2012). The findings of a 30-day investigation into the quantity and caliber of productive ruminating and students' and children's mental health were comparable (Barnes et al., 2015). Healthy habits include obtaining enough restorative sleep, exercising often, and eating regularly help to improve physical health regardless of age, sex, or economic background (Guarana et al., 2021).

H₄: Effective rumination mediates the relationship between supervisor undermining and work engagement.

Moderating Role of Psychological Hardiness

Initially, the concept of hardiness was created to shield corporate executives from the negative influence of strain on their health (Kobasa, 1979). The term "hardiness" is used to describe a variety of behaviours that are characterized by a strong feeling of dimension of hardiness (Bartone, 2000). Commitment is the ability to seek involvement over withdrawal and to perceive the world as fascinating and significant. As a result, the negative impacts of academic stress are reduced, and opportunities for personal development are created. Therefore, despite the pressure inherent in this challenging environment, the resilient learner may even flourish and thrive.

Lifton and colleagues' two longitudinal studies offer some support for the importance of hardiness for adjusting to university life (Hepburn & Enns, 2013). After giving hardiness exams to newly recruited students, researchers found a connection between tenacity and expected graduation four years later. In this study, psychological toughness is emphasized for its moderating effect on stress-related events. A sense of commitment, self-control, and defiance are all components of the personality trait known as psychological hardiness (Maddi, 1999). Psychological hardiness has not been studied, but earlier research has linked other personality traits to a particular grasp of politics and its effects (Zhang et al., 2020). We think that a person's natural resilience will act as a powerful barrier against any potential detrimental effects of POP. According to Chang et al. (2009), it is equally important to consider how psychological fortitude affects the connection between POP and its unfavorable results.

We expect that psychological resilience will have a significant impact on how politics are viewed in organizations, acting as a buffer and compensating mechanism. Psychological toughness has been defined as tending to accept obstacles and see them as opportunities. Perceived control, commitment, and challenges have each been used to explain psychological toughness (Kobasa, 1982; Maddi, 2007). Working people engage with others for support and encouragement rather than isolating themselves, tackle problems head-on rather than avoiding them, and turn potential crises into learning opportunities (Maddi, 2002). Hardiness also acts as a line of defense against perceived negativity associated with the workplace. Over time, this leads to increased personal success and decreased risk of feeling depressed and taking harmful acts (Kash et. al., 2000; Kobasa, 1982).

According to researchers, a hostile workplace prevents people from developing unfavorable attitudes and behaviours because of their personalities (Teng et al., 2020). Each person is different from the next and approaches problems in a unique way. For instance, those with strong personalities are less likely than those with weak personalities to experience stress, turnover intentions, and anxiety. Additionally, persons with elevated levels of hardiness are able to deal with difficult circumstances and respond to them successfully, whereas those with low levels of hardiness find it challenging to handle issues (Bartone et al., 2008; Sandvik et al., 2013).

H₅: Psychological hardiness moderates the relationship between social undermining and effective rumination.

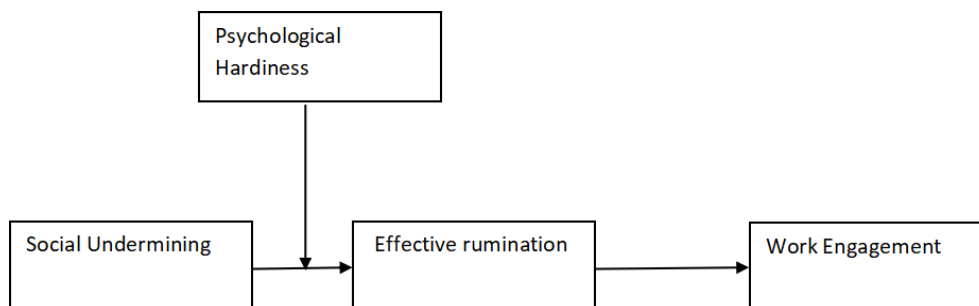


Figure 1: : Conceptual Framework

RESEARCH METHODOLOGY

This section of the study gives a general overview of the various techniques and methods that were used in the current study to achieve the specified aims. 350 self-reported questionnaires were distributed, and all these methods are described in detail in the following sections: background of the study, sampling strategy and sample size, theoretical framework outlining the dependent and independent variables and their measurement scales, data collection procedure.

Population of Study

The population of this study was formed of Private and Public-Sector Banks found in Peshawar city.

Sampling Design

The population is broken down into a sample. The sampling design explains how many units will be drawn from a particular population and how they will be chosen. The choice of an acceptable sample size is based on the researcher's experience, time constraints, and financial resources. Since the population's actual size is unknown, the current study used earlier studies' patterns as a benchmark. 300 officer level personnel were chosen as the sample size from the target population based on these tendencies in related earlier studies.

Sampling Procedure

From a variety of banks (public and private), a sample of human resources was chosen that was large enough to satisfy the goal of the study under the time and budgetary restrictions. Using convenience sampling, a sample of 300 employees from the study's complete population was chosen.

MEASUREMENT INSTRUMENTS

Social Undermining

To measure social undermining, I used five items scale developed by Vinokur et al. (1996). The alpha reliability was ($\alpha=0.83$).

Sleep Quality

Using a two-item measure from a diary study by Diestel et al. (2015) we evaluated the quality of our sleep (2015). A condensed version of the sleep quality index served as the scale (Buysse et al., 1989). In diary studies, scales that are shorter are often employed to reduce respondent fatigue because respondents must repeatedly complete the same question (Uy et al., 2010).

Work Engagement

Schaufeli et al. (2002) developed the scale of work engagement was used to measure the outcome variable of work engagement. 14 components make up the first scale. To counteract respondent weariness, we shortened the scale by our ESM design, as suggested by Uy et al. (2010). Specifically, we kept four questions by doing a part analysis based on the findings of the baseline survey (two items for vigor, one for devotion, and one for absorption). From the list of commonalities under each dimension, we chose the items with the highest extraction scores.

Psychological Hardiness

Based on earlier research by Bartone et al. (1989) and Maddi et al., hardiness was assessed using six items (two each side) (1999). Researchers have chosen to use a total score approach, in which the sub-components are combined linearly, when examining complex constructs, such as hardiness (Hull et al., 1991). To get a single hardiness score for each responder, the scores for each category were added together (internal consistency = 0.75).

Data Analysis

SPSS and AMOS were used for the analysis. Descriptive statistics was found. Path analysis was used to find the direct and indirect relationship for hypotheses relationship. For moderation Preacher & Hayes (2017) Process model was used.

RESULT

Direct Effect of Social Undermining on Work Engagement

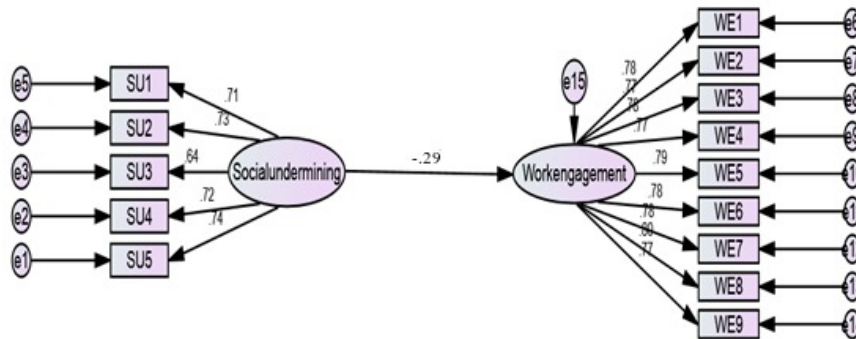


Figure 2: : Direct path from social undermining to work engagement.

Figure 2 show the direct path analysis from independent variable social undermining to dependent variable work engagement. For direct path from social undermining to work engagement we used AMOS latest version to find the direct path. The results show that $X^2= 2425$, $Df= 1001$, $X^2/df= 2.42$ which is greater than the smallest threshold i.e., 5. Furthermore, the results shows that $CFI = 0.942$, TLI (tucker lewise index) = 0.931, $GFI= 0.940$, $AGFI= 0.911$ All fit index show that all values are greater than 0.90. Moreover, results also show that $RMSEA = 0.04$ and $SRMR= 0.065$. Each value shows that it is less than the smallest threshold i.e., 0.08.

Furthermore, the direct path from social undermining to work engagement shows that social undermining has negative and significant effect on work engagement ($\beta= -.29$, $P=0.001$). This direct path relationship shows that hypothesis 1 i.e., there is negative association between social undermining and work engagement accepted.

Direct Effect of Social Undermining on Sleep Quality

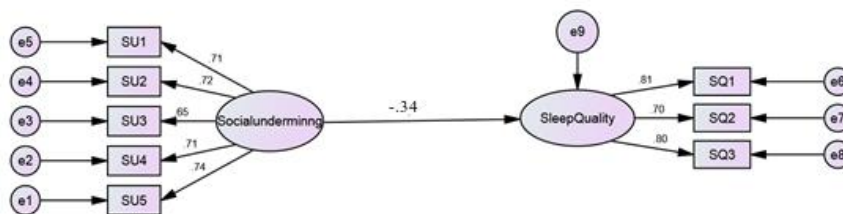


Figure 3: Direct path from social undermining to sleep quality.

Figure 3 show the direct path analysis from independent variable social undermining to mediating variable sleep quality. For direct path from social undermining to sleep quality we used AMOS latest version to investigate the direct path. The results show that $X^2= 3002$, $Df= 1927$, $X^2/df= 1.557$ which is greater than the smallest threshold i.e., 5. Moreover, the results illustrate that $CFI = 0.909$, TLI (tucker lewise index) = 0.927, $GFI= 0.905$, $AGFI= 0.911$ All fit index show that all values are greater than 0.90. Furthermore, results also show that $RMSEA = 0.06$ and $SRMR = 0.07$. Each value shows that it is less than the smallest threshold i.e., 0.08.

Additionally, the direct path from social undermining to effective rumination show that social undermining has negative and significant effect on effective rumination ($\beta = -.34, P=0.001$). This direct path relationship shows that hypothesis 2 i.e., there is negative association between social undermining and effective rumination accepted.

Effective Rumination and Work Engagement

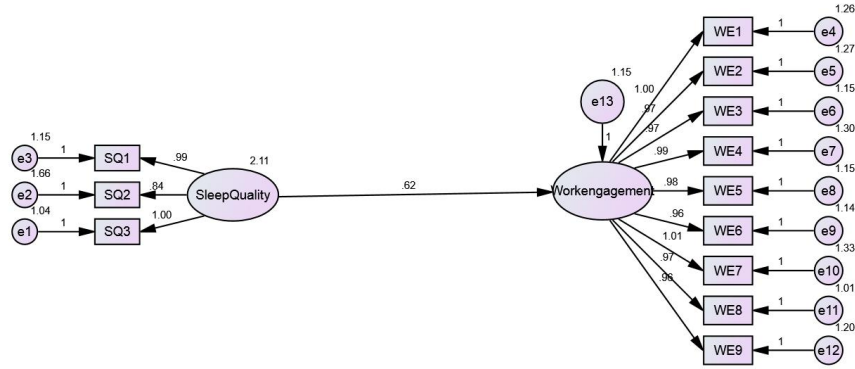


Figure 4: : Direct path from effective rumination to work engagement.

Figure 4 show the direct path analysis from independent variable social undermining to mediating variable sleep quality. For direct path from effective rumination to work engagement we used AMOS latest version to investigate the direct path. The results show that $X^2 = 2942, Df = 1687, X^2/df = 1.743$ which is greater than the smallest threshold i.e., 5. Additionally, the results prove that CFI = 0.918, TLI (tucker lewise index) = 0.941, GFI = 0.915, AGFI = 0.931 All fit index show that all values are greater than 0.933. Furthermore, results also show that RMSEA = 0.05 and SRMR = 0.06. Each value shows that it is less than the smallest threshold i.e., 0.08.

Moreover, the direct path from effective rumination to work engagement show that effective rumination has positive and significant effect on work engagement ($\beta = .62, P=0.001$). This direct path relationship shows that hypothesis 3 i.e., there is positive association between effective rumination and work engagement has been accepted.

Mediation Model

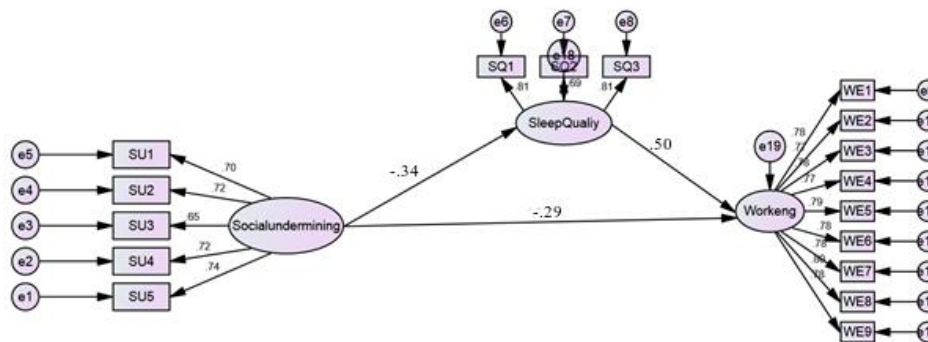


Figure 5: : Indirect path from social undermining to work engagement through effective rumination.

Figure 5 show the indirect path analysis from independent variable social undermining to dependent variable work engagement through mediating variable sleep quality. For indirect path from social undermining to work engagement through effective rumination we used AMOS latest version to investigate the indirect path. The results show that $X^2= 4367$, $Df= 1274$, $X^2/df= 3.425$ which is greater than the smallest threshold i.e., 5. Moreover, the results prove that $CFI = 0.911$, TLI (tucker lewise index) = 0.901, $GFI= 0.912$, $AGFI= 0.919$ All fit index show that all values are greater than 0.90. Furthermore, results also show that $RMSEA= 0.07$ and $SRMR = 0.065$. Each value shows that it is less than the smallest threshold i.e., 0.08.

Moreover, the indirect path from social undermining to work engagement through effective rumination show that social undermining has negative and significant effect on work engagement ($\beta = -.34$, $P=0.001$). Effective rumination has positive and significant effect on work engagement ($\beta = .31$, $P=0.001$). Indirect effect of social undermining on work engagement through mediating variable effective rumination shows that there is partial mediation between social undermining and work engagement via effective rumination ($\beta = .10$, $P=0.01$). The indirect path from social undermining to work engagement through mediating variable effective rumination show that hypothesis 4 i.e., Effective rumination mediate the association between supervisor undermining and work engagement partially accepted.

Moderating Analysis

Table 1: . Moderation

Model	B	SE	T	P	LLCI	ULCI
Constant	1.653	.2999	5.5284	.000	2.1241	2.7489
Social Undermining	-.2531	.1927	-1.3134	.0845	-.5808	.0486
Psychological Hardiness	.2315	.1485	1.5589	.1009	-.1384	.5001
Interaction	.2989	.1046	2.8575	.005	.1241	.1874

Source: Created by authors

The above tables show the moderating effect of psychological hardiness on the association between social undermining and sleep quality. For moderation analysis I used SPSS latest version by applying Preacher and Hayes (2017) Process model 1. The results of Process model shows that psychological hardiness significantly moderates the relationship between social undermining and effective rumination ($\beta = .2989$, 0.005). The results also show that $LLCI= .1241$, $ULCI= .1874$, and zero does not exist between the lower and upper bounds.

DISCUSSION

This study examines the association between social undermining and employee effective rumination as well as the influence of social undermining on employee job engagement. It also examines the mediating role of effective rumination between social undermining and employee work engagement. The self-regulation theory and fairness theory, two well-known organizational theory theories, are the foundation of this work. 300 respondents in total were chosen to take part in the data gathering for this study. The respondents were chosen from the Peshawar district's public and private banking industry. For data analysis this study used the latest version and AMOS 25. For descriptive statistics this study used SPSS, and for direct path and indirect path, this study used AMOS. For factor analysis this study also used AMOS. For moderating analysis, this study used Preacher & Hayes (2017) Process model 4. Hypothesis one stated that there is negative and significant effect of social undermining on employee work engagement. The results shows that there is negative and committed relationship between social undermining and employee work engagement. The prior studies also show that social undermining is negatively related to employee work engagement (Ramsay et al., 2011; Kalshoven et al., 2013b; Leung & Tong 2003). Hypothesis two stated that social undermining has negative and significant effect on employee sleep quality. The results of this illustrate that social undermining have negative and significant association with employee sleep quality. The results of this study also aligned with prior studies of (Slavish et al., 2018; Karamessinis et al., 2007; Ailshire & Burgard, 2012). Hypothesis three stated that employee effective rumination has a positive and significant effect on employee work engagement. The results of this study also revealed that employee effective rumination has positive and significant association with employee work engagement. This study results also aligned with earlier

studies of (Litwiller et al., 2017; Wiklund et al., 2019). Hypothesis four stated that effective rumination mediates the association between social undermining and employee work engagement. The results show that effective rumination significantly mediate the association between social undermining and employee work engagement. Furthermore, the last hypothesis of this study said that psychological hardiness moderates the association between social undermining and employee sleep quality. The results of this verify that psychological hardiness significantly and positively moderate the association between social undermining and employee sleep quality.

CONCLUSION

This study's primary aim was to decide how social undermining affected employee engagement. This study also looked to decide how psychological toughness influenced the association between social undermining and sleep quality. This study also looked at how effective ruminating can balance out social undermining and job engagement. Self-regulation theory and fairness theory are the foundations of this work. According to the study's findings, social undermining has a negative and considerable impact on employees' motivation at work. Results also show that social undermining significantly and negatively affects the quality of sleep. Additionally, the moderating analysis proves that psychological toughness considerably and favorably moderated the impact of social undermining on sleep quality. Additionally, the results of the mediating study showed that effective rumination significantly and favorably mediates the link between social undermining and job engagement.

Limitation and Future Direction

This study was conducted in the banking sector (public and private) in the Peshawar district. There are some limitations of this study. First, this study was conducted in the banking sector in the Peshawar district, which restricts its generalization. Future studies can conduct in different organization to easily generalize the implications of this study. Second, this study is cross sectional in nature, due to which common method variable problems exist. Future studies can conduct longitudinal research design or a time lag study to reduce the common method variance problems. Third, this take social undermining as an independent variable, while there are so many different predictor variables which effect employee work engagement positively as well as negatively. Future studies can take supervisor abusive behavior, dark side of leadership behavior as a predicting variable. Fourth, in this study effective rumination is used as intervening variables while future studies can take other variables like employee involvement, job satisfaction and organizational commitment as mediating variables. Lastly, this study takes psychological hardiness as moderating variable on the association between social undermining and employee sleep quality. Future studies can take other personality traits as moderating variables.

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