

**Araştırma Makalesi**

**The Moderating Role of Self-Efficacy: Exploring the Impact of  
Social Undermining on Emotional Exhaustion Among Gray-  
Collar Workers**

**Gamze GÜNER KİBAROĞLU**

*Başkent Üniversitesi, İİBF*

*gamzegunerbaroglu@gmail.com, ORCID: 0000-0001-6187-4607*

**Meral KIZRAK**

*Sorumlu Yazar, Başkent Üniversitesi, Yabancı Diller Yüksekokulu*

*mkizrak@baskent.edu.tr, ORCID: 0000-0003-0053-6043*

**Abstract**

Drawing from Conservation of Resources (COR) Theory, this study aims to understand the factors influencing the emotional health and performance of employees in work environments by examining the relationship between social undermining, self-efficacy, and emotional exhaustion. The study was conducted with data obtained from 315 grey-collar employees. The findings suggest that grey-collar employees exposed to social undermining tend to experience increased levels of emotional exhaustion. However, the presence of high self-efficacy among these employees eliminates the impact of this effect. These results suggest that organizations should strive to create healthier work environments and promote the emotional well-being of their employees. Furthermore, the findings indicate that employers and managers can reduce emotional exhaustion by enhancing employees' self-efficacy levels and strengthening social support systems.

**Keywords:** Emotional exhaustion, social undermining, self-efficacy, grey-collar employees, conservation of resources (COR) theory

**JEL Classification Codes:** M10, M12, J24, L20

**Öz Yeterliliğin Düzenleyici Rolü: Gri Yaka Çalışanları arasındaki Sosyal Zayıflatmanın  
Duygusal Tükenmeye Etkisinin İncelenmesi**

**Öz**

Kaynakların Korunması Kuramına dayanan bu çalışma sosyal zayıflama, öz yeterlilik ve duygusal tükenme arasındaki ilişkiyi inceleyerek, iş ortamlarında çalışanların duygusal sağlığı ve performansı üzerinde etkili olan faktörleri anlamayı hedeflemektedir. Araştırma, gri yaka olarak çalışan 315 katılımcıdan elde edilen verilerle yürütülmüştür. Araştırmanın bulgularına göre sosyal zayıflatmaya maruz kalan gri yaka çalışanların duygusal tükenme seviyeleri artmaktadır. Ancak bu çalışanların öz yeterlilik seviyelerinin yüksek olması söz konusu etkinin gücünü yok etmektedir. Elde edilen bu bulgular, örgütlerin daha sağlıklı bir çalışma ortamı oluşturması ve çalışanların duygusal refahını artırması gerektiğine işaret etmektedir. Ayrıca, işverenler ve yöneticiler, çalışanların öz yeterlilik düzeylerini desteklemek ve sosyal destek sistemlerini güçlendirmek gibi önlemler olarak duygusal tükenmeyi azaltabileceklerini göstermiştir.

**Anahtar kelimeler:** Duygusal tükenme, sosyal zayıflatma, öz yeterlilik, gri-yaka çalışanlar, kaynakların korunması kuramı

**Jel Sınıflandırma Kodları:** M10, M12, J24, L20

Geliş Tarihi (Received): 11.08.2023 – Kabul Edilme Tarihi (Accepted): 27.09.2023

**Atıfta bulunmak için / Cite this paper:**

Güner Kibaroglu, G. and Kizrak, M. (2023). The moderating role of self-efficacy: exploring the impact of social undermining on emotional exhaustion among gray-collar workers. *Cankiri Karatekin University Journal of the Faculty of Economics and Administrative Sciences*, 13 (3), 1221-1244. DOI: 10.18074/ckuiibfd.1341337.

## 1. Introduction

In high-demand work environments, employees' emotional well-being and job performance are intricately affected by various factors. Among these, social undermining and emotional exhaustion play crucial roles (Jung and Yoon, 2022). Social undermining refers to the erosion of employees' social bonds, linked to restricted social networks, isolation, and reduced social interactions (Duffy, Ganster and Pagon, 2002; Reh, Tröster and Van Quaquebeke, 2018; Song and Zhao, 2022), and emotional exhaustion signifies a state of persistent fatigue, emotional weakness, and burnout, often arising from high workplace stress or excessive workload (De Cordova et al., 2022).

Incorporating the lens of the Conservation of Resources (COR) theory enhances the understanding of the dynamics between social undermining and emotional exhaustion. The COR theory asserts that individuals strive to accumulate and safeguard their resources, and when faced with resource losses or threats, experience stress and strain (Hobfoll, 1989). Consequently, comprehending the interplay between social undermining, emotional exhaustion, and the protective role of self-efficacy (Baird, Robertson and McLarnon, 2021; Greenbaum, Mawritz and Eissa, 2012; Tahmassian and Moghadam, 2011) gains paramount importance.

Social undermining sets off a cycle in which the target individual experiences resource depletion due to increased isolation and restricted social interactions (Scott, Ingram, Zagenczyk and Shoss, 2015; Zheng, Zhou and Wu, 2023). Aligning with the COR theory's premise, it compromises the target individual's stress management resources due to reduced social support. (Schwepker and Dimitriou, 2022; Yu and Zellmer-Bruhn, 2018), subsequently elevating the risk of emotional exhaustion (Sarwar, Irshad, Zhong, Sarwar and Pasha, 2020; Khan, Malik and Shahzad, 2022; Jung and Yoon, 2019).

Central to this relationship, self-efficacy serves as a critical personal resource (Baird et al., 2021), potentially moderating the effects of social undermining on emotional exhaustion. Research provides evidence that individuals with high self-efficacy navigate social interactions more effectively due to their confidence in coping abilities, potentially mitigating the impact of social undermining (Delahajj and Van Dam, 2017). Furthermore, heightened self-efficacy equips individuals to manage job demands and stress, potentially reducing the risk of emotional exhaustion, aligning with the COR theory's resource-building aspect. With these considerations in mind, the primary aim of this research is to conduct an in-depth exploration of the intricate interplay among social undermining, self-efficacy, and emotional exhaustion within the context of grey-collar employees. By adopting the analytical lens of the COR theory, we strive to unravel the multifaceted relationships that exist between these variables. More specifically, our study focuses on employees who are exposed to social undermining, aiming to uncover the links between different levels of social undermining and the development of

emotional exhaustion. Simultaneously, we investigate how self-efficacy may play a moderating role within this complex relationship.

The significance and contributions of this research endeavor extend to both theoretical and practical domains. Theoretically, our study enriches the existing body of knowledge by advancing the comprehension of how resource dynamics, as conceptualized by the COR theory, intertwine with the experience of emotional exhaustion. The interplay between social undermining, self-efficacy, and emotional exhaustion is a complex mechanism that has received limited attention in organizational studies. Through empirical investigation within the grey-collar context, we aim to offer novel insights into the ways in which these factors converge, contributing to a more comprehensive understanding of the psychological and emotional experiences of employees in high-demand work environments.

Practically, our study holds significant implications for organizational interventions and strategies aimed at enhancing employee well-being and performance. By embracing the COR theory's framework, we aim to inform evidence-based approaches to managing and mitigating emotional exhaustion. The insights gained from our research could inform the design and implementation of targeted interventions that foster the development of employees' self-efficacy and nurture robust social support networks. These interventions, tailored to the unique challenges of grey-collar employees, have the potential to alleviate emotional exhaustion, enhance coping mechanisms, and ultimately foster a healthier and more productive work environment. Through the practical applications of our findings, organizations can contribute to the well-being and resilience of their employees while simultaneously reaping the benefits of improved job performance and reduced burnout rates.

In conclusion, this study not only aims to unravel the complex interplay of social undermining, self-efficacy, and emotional exhaustion but also seeks to enrich theoretical understanding and provide practical insights for organizations. By aligning with the COR theory and focusing on grey-collar employees, we aspire to contribute to a holistic comprehension of the factors influencing emotional well-being and performance, thus paving the way for effective interventions and strategies that support employees in navigating the challenges of demanding work settings.

## **2. Theory and Hypothesis Development**

### **2.1. Social Undermining with Emotional Exhaustion**

Emotional exhaustion is a psychological state that arises due to prolonged stress, excessive workload, and emotionally demanding work conditions, leading to a depletion of an employee's energy, motivation, and emotional resources (Kowalski

et al., 2010). It is commonly observed among professionals in human service occupations, particularly among healthcare workers, teachers, and counselors, who continuously attend to others' emotional needs and try to provide assistance (Hur, Kim and Park, 2015). Symptoms of emotional exhaustion may include fatigue, hopelessness, emotional unrest, reduced motivation, and decreased performance, which may have adverse effects on an individual's work life, social relationships, and overall life quality. Coping strategies such as self-care, stress management, support systems, and workplace interventions can be employed to manage emotional exhaustion (Sardeshmukh, Goldsby and Smith, 2001; Zheng et al., 2023).

One of the key and significant theories explaining emotional exhaustion is the Conservation of Resources (COR) Theory (Hobfoll, 1989). According to the COR theory, individuals' resources (physical, social, and emotional) are continually at risk of depletion. Organizational stress and demands can deplete employees' resources, leading to emotional exhaustion. The theory emphasizes the importance of employees' access to, preservation of, and recovery of resources. The theory assumes that individuals constantly make efforts to protect their resources, as they are under continuous threat (Halbesleben and Buckley, 2004). Emotional exhaustion is particularly associated with factors such as heavy workload, time pressure, and unmet emotional needs. These factors can deplete employees' emotional resources, resulting in emotional exhaustion. As per the COR Theory, it is crucial for employees to have access to, preserve, and recover their resources. The theory suggests that emotional exhaustion is associated with resource deficiency. When resources are scarce, employees' energy, motivation, and emotional capacity may decrease, increasing the risk of emotional exhaustion (Jang, Allen, Kim and Cho, 2020). For instance, continuous overwork and excessive workload can deplete an employee's energy resources, leading to emotional exhaustion. The COR theory also highlights the influence of social resources on emotional exhaustion. A supportive work environment, positive relationships, and social support can help preserve employees' emotional resources and reduce the risk of emotional exhaustion. The theory also emphasizes the relationship between emotional exhaustion and resource depletion. Depletion of resources is associated with stress factors that cause emotional exhaustion. Therefore, strategies that focus on resource preservation, recovery, and establishing a supportive work environment are crucial in preventing or reducing emotional exhaustion.

As emotional exhaustion is a psychological condition that adversely affects both employees' work and personal lives, preventing and managing it is of great importance (Schadenhofer et al., 2018). Measures such as paying attention to employees' emotional needs, balancing workloads, providing a supportive work environment, and implementing stress management techniques may help reduce the effects of emotional exhaustion and enable employees to continue their work in a healthy manner (Petrov, Kouvonen and Karanika-Murray, 2011). Emotional exhaustion may have a negative impact on job performance, as well. Symptoms

such as fatigue, loss of motivation, and lack of focus that come with emotional exhaustion may decrease work efficiency and lead to errors, carelessness, and low-quality work (Stordeur, D'hoore and Vandenberghe, 2001). This, in turn, may result in a decrease in job performance and negatively affect interactions in the workplace. Therefore, emotional exhaustion, caused by constant stress, excessive workload, and emotional burdens, may deplete employees' energy, motivation, and emotional resources. Social undermining may be one of the antecedents of emotional exhaustion on the part of the victim because it erodes a person's sense of self-worth and creates chronic stress, both of which can contribute to emotional exhaustion.

Social undermining, a subtle but damaging form of workplace aggression, involves spreading harmful rumors, taking credit for others' work, or keeping information to oneself (Scott et al., 2015). It also encompasses actions such as intentionally delaying coworkers' work to make them appear ineffective or to hinder their progress, engaging in competition with coworkers for status and acknowledgment, and deliberately providing coworkers with inaccurate or deceptive information related to their job responsibilities (Greenbaum et al., 2012). In addition to its observable behaviors, social undermining also encompasses emotional and cognitive dimensions, as the offender may have negative emotions such as anger or dislike towards the targeted individuals, or form negative evaluations of them based on their qualities, actions, or efforts, often resulting in criticism (Vinokur and van Ryn, 1993).

As a form of negative social interaction, it is defined as behavior aimed at obstructing the target employee's capacity to develop and sustain positive interpersonal relationships, achieve success in the workplace, and maintain a positive reputation over time (Duffy et al., 2002). The conceptual distinction of social undermining behavior from other forms of antisocial behavior lies in its deliberate nature and its intent to gradually and subtly weaken its target (Duffy, Ganster, Shaw, Johnson and Pagon, 2006). As suggested by Hershcovis (2011), social undermining reveals three fundamental assumptions: it presumes intent on the part of the offender, in contrast to incivility; It implies disruption in workplace relationships, specifically by affecting how third parties like co-workers or supervisors perceive and interact with the victim who is being targeted; and it assumes particular results, such as the disturbance of social connections, the hindrance of the victim's career progress, and harm to his or her reputation.

It is often the case that morally disengaged employees resort to social undermining as a strategy to mitigate their own feelings of envy by sabotaging the success of their colleagues and narrowing the gap in work outcomes that could lead to unfavorable social comparisons in the workplace (Duffy, Scott, Shaw, Tepper and Aquino, 2012). At other times, anticipating a future challenge to their own status can cause them to feel envious and, as a result, engage in actions aimed at undermining their coworkers (Reh et al., 2018). In addition to the envious

tendencies of the offender, organizational conflicts (Yu and Zellmer-Bruhn, 2018) or the presence of work-family conflict leads to social undermining behavior directed at co-workers (Scott et al., 2015).

The victim of social undermining commonly ascribes malicious or greedy intentions to the offenders, and these attributions significantly influence their subsequent emotional reactions, which encompass feelings of revenge, avoidance, reconciliation (Crossley, 2009) or deviant behavior (Yoo and Frankwick, 2013). Social undermining also leads to a reduction in the target employee's social connections, feelings of loneliness, lack of connection, and decreased social support (Reh et al., 2018; Yu and Zellmer-Bruhn, 2018).

Social undermining, from the perspective of social psychology, refers to situations where targeted individuals perform less effectively or invest less effort in the presence of others (Finch, 1998; Scott et al., 2015). It affects the emotional, psychological, and physical health of the victim (Duffy et al., 2002; Vinokur, Schul, Vuori and Price, 2000). Socially undermined employees may feel less capable or skillful in a task or activity in the presence of others (Eissa, Chinchanchokchai and Wyland, 2017), which may negatively influence the employee's motivation and performance (Schwepker and Dimitriou, 2022). Within this framework, the significance of social undermining for employees can be examined from multiple perspectives, as outlined by Duffy et al. (2006): Firstly, social undermining often manifests in group activities, where employees may intentionally reduce their performance in the presence of colleagues or team members. Such behavior can detrimentally affect the overall effectiveness and productivity of the group. Secondly, social undermining is closely tied to the natural inclination of employees to assess and compare themselves when surrounded by peers. This self-evaluation process can result in employees perceiving themselves as less capable or successful, potentially impacting their overall performance evaluations within the organization. Thirdly, social undermining can have a profound impact on employees' motivation and goal-setting. The mere presence of others can lead to a decline in motivation or a tendency to set fewer goals, subsequently impeding an employee's personal development and achievement. Lastly, social undermining can erode an employee's self-confidence, further emphasizing the multifaceted nature of this phenomenon and its potential consequences in the workplace. Therefore, understanding and managing social undermining is important to increase the efficiency of group activities, maintain employee motivation and improve their performance.

The consequences of social undermining can be explained by the Resource Conservation (COR) Theory. The COR theory suggests that employees tend to conserve limited resources such as energy, time, attention and aim to avoid spending these resources unnecessarily (Hobfoll, 1989). From the perspective of the COR theory, when an employee performs a task or activity in the presence of others, they compare themselves with other employees. In this comparison, the

employee may tend to avoid expending energy and effort to reduce the risk of failure or a negative evaluation. Social undermining can also be explained within the framework of this theory. While performing a task in a group or in a public environment, a socially undermined person may face the risk of negative evaluation or failure due to the presence of other people (Cranford, 2004; Hilal, 2021). In this case, the employee may reduce their effort and decrease their performance in order to conserve energy and resources. In tasks performed in the presence of other employees, the socially undermined employee may feel less responsible and may tend to expect or rely on the contributions of others. Thus, relying on the COR theory, socially undermined employees seek to conserve resources and reduce risks by reducing their energy expenditure (Hershcovis, 2011).

The impact of social undermining on emotional exhaustion can be clearly demonstrated. Socially undermined employees may intentionally reduce their performance in a group or public setting, leading them to feel less competent or skilled (Duffy et al., 2006; Sarwar et al., 2020), which contributes to decreased motivation and emotional exhaustion (Cranford, 2004). They assume that their efforts are being undermined by others, which can increase their perceived evaluation anxiety (Eissa and Wyland, 2018; Hershcovis, 2011). This evaluation anxiety may cause employees to be more susceptible to criticism or negative evaluations, and contribute to emotional exhaustion (Cranford, 2004; Hilal, 2021). Hence, social undermining leads employees to feel emotionally drained and exhausted (Creed and Moore, 2006), which can manifest as disinterest, apathy, and decreased empathy (Hilal, 2021).

Emotional exhaustion is regarded as a persistent condition resulting from the ongoing psychological and emotional demands placed on individuals (Hur et al., 2015). It is a state characterized by a sense of being overwhelmed, experiencing lethargy, and feeling emotionally depleted due to long-term and persistent stress within the workplace (Kim and Lee, 2021). Employees may experience symptoms such as emotional fatigue, disinterest, and apathy, as well as reduced empathy. Additionally, emotional exhaustion can lead to a decline in job performance and reduced motivation, negatively impacting employees' job satisfaction (Yu and Zellmer-Bruhn, 2018). Consequently, the influence of social undermining on emotional exhaustion is a crucial aspect that significantly impacts both employees' emotional well-being and their overall job performance.

Considerable research has provided valuable insights into the complex nature of social undermining and its wide-ranging effects on the emotional well-being and job performance of employees. When individuals become targets of social undermining, they often perceive those responsible as acting with malicious or self-serving intentions. This perception, as highlighted by Crossley (2009), gives rise to a spectrum of emotional responses, including a desire for retribution, a tendency to

avoid the individuals involved, and, intriguingly, even a willingness to consider reconciliation.

The emotional turbulence identified in the study conducted by Yoo and Frankwick (2013) may manifest as a precursor to deviant behavior, thereby emphasizing the significant influence of social undermining on the psychological well-being of individuals subjected to it. Consequently, the repercussions of social undermining extend beyond mere interpersonal dynamics and penetrate deeply into the realm of individuals' psychological well-being and behavior. Moreover, it is not just emotional reactions that are influenced by social undermining; it is also the victim's social interactions and perception of self-worth. Studies by Reh et al. (2018) and Yu and Zellmer-Bruhn (2018) reveal that social undermining has a pervasive effect on reducing social connections, amplifying feelings of loneliness, and undermining an individual's sense of connection with their social network. These findings underscore the consequences of social undermining on the broader interpersonal dynamics of employees.

Finch (1998) and Scott et al. (2015) emphasize that social undermining causes individuals to perform less effectively or invest less effort especially when they are in the presence of those responsible for undermining them. This performance decline stems from the victim's self-perception, as described by Eissa et al. (2017), who may begin to view themselves as less competent or skilled in the presence of undermining coworkers. Such diminished self-perceptions, as discussed by Eissa and Wyland (2018), invariably lead to a decrease in motivation and energy levels. Drawing on the foundational principles of the Conservation of Resources (COR) theory, Duffy et al. (2002) and Vinokur et al. (2000) substantiate that social undermining represents a depletion of vital psychological and emotional resources. This perspective underscores the notion that the continual experience of social undermining can potentially lead to emotional exhaustion among employees (Schwepker and Dimitriou, 2022) because social undermining results in increased emotional demands as individuals deal with ongoing stress, anxiety, interpersonal challenges, and self-esteem struggles. Following this line of reasoning we propose that social undermining exerts a positively significant effect on emotional exhaustion among employees. This proposition is rooted in the intricate interplay between various elements, including the presence of social undermining behaviors and the emotional responses evoked within the individuals experiencing such behaviors. Drawing upon the Conservation of Resources (COR) theory, one can understand how social undermining may deplete individuals' psychological resources, contributing to emotional exhaustion.

The dynamics of social interactions among coworkers, coupled with the negative impact on the self-perception of targeted individuals, further underscore the relevance of the COR theory. As social undermining behaviors accumulate and intensify, the targeted individuals may experience a drain on their emotional and



cognitive resources. This resource depletion aligns with the COR theory's perspective that individuals strive to acquire, protect, and maintain valuable resources. In organizational settings, as these social undermining behaviors persist, employees may find themselves expending more emotional and cognitive resources to navigate these negative interactions, ultimately leading to elevated levels of emotional exhaustion. Therefore, we expect that in organizational settings, as social undermining behaviors accumulate and intensify, employees will experience elevated levels of emotional exhaustion, a result that aligns with the study's initial hypothesis.

Hypothesis 1 (H<sub>1</sub>): Social undermining has a positive and significant effect on emotional exhaustion.

The primary argument of this research is that social undermining holds the potential to exert a positive impact on the emergence of emotional exhaustion in the targeted employees. Nonetheless, the influence of self-efficacy remains a pivotal factor, as individuals endowed with high self-efficacy tend to navigate these effects more adeptly, while those possessing lower self-efficacy might undergo heightened instances of social undermining and subsequently experience intensified emotional exhaustion.

## 2.2. Moderator Role: Self-Efficacy

Self-efficacy refers to an individual's belief in their confidence, knowledge, skills, and abilities in a specific area or task (Gist and Mitchell, 1992; Schaubroeck and Merritt, 1997). It assists employees in assessing their own capacities, utilizing the necessary resources to achieve their goals, and performing successfully (Tierney and Farmer, 2002). Self-efficacy is a key component of social learning theory, which posits that people can develop their abilities and skills through observation, experience, and feedback from others (Williams, Kessler and Williams, 2014). Therefore, self-efficacy influences an employee's expectations of achieving success and may enhance motivation (Hershcovis, 2011; Jones, 1986). It can represent both a general self-assessment and specific competencies in a particular area or task (Gist, 1987). It affects individuals' performances, efforts, and goals (Fast, Burriss and Bartel, 2014). High self-efficacy is associated with increased motivation, better performance, and higher chances of success, whereas low self-efficacy is linked to decreased motivation, fear of failure, and lower performance (Smith and Woodworth, 2012). Based on these explanations, self-efficacy can be conceptualized as an employee's perception of their own confidence, knowledge, skills, and abilities, which has a significant impact on their performance, boosts motivation, and plays a vital role in achieving their goals.

Applying the COR theory, self-efficacy perception can be a strategic tool used by employees to conserve their resources. When employees believe in their competence in a specific area or task, they exert more effort to preserve the

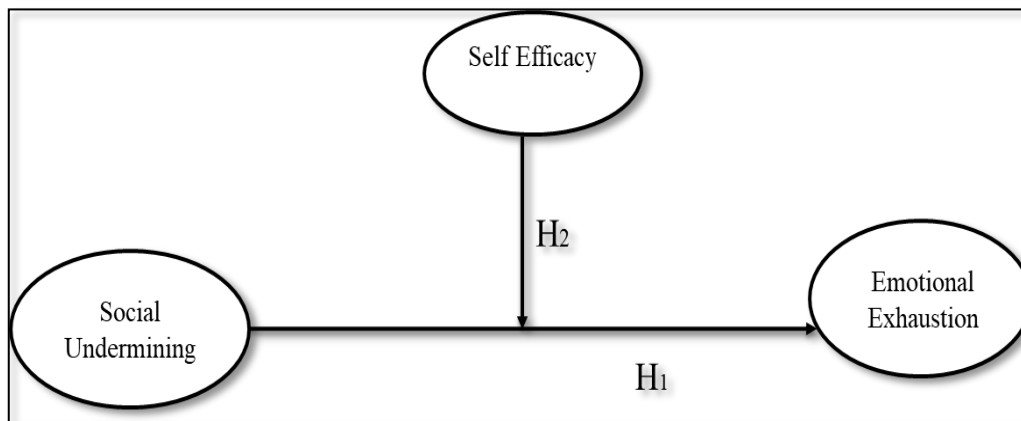
resources related to that area or task. Feeling competent in that area motivates them, leading to increased motivation and performance. Therefore, self-efficacy is associated with an employee's belief that they possess the necessary resources to accomplish tasks successfully. The employee acts with the expectation of success, which can boost their motivation. In line with the COR theory, employees exert effort based on their self-efficacy perception to conserve their energy and resources. For instance, if an employee has confidence in their abilities for a particular project and perceives themselves as competent in that area, they will be more motivated to invest more effort in the project. The employee utilizes their energy and resources effectively with the motivation to preserve and succeed in that area. On the other hand, if an employee feels a lack of competence in a specific area, they may reduce their efforts or avoid that area as a strategy to conserve resources. Therefore, self-efficacy is linked to employees' tendency to reserve and effectively use their limited resources.

Social undermining is associated with anxiety and evaluation concerns experienced by the target employee due to its negative effects. Emotional exhaustion represents a state of prolonged stress, fatigue, and emotional overload (Sardeshmukh et al., 2001). It denotes a situation where an employee's emotional energy becomes depleted, and they feel worn out (Zheng et al., 2023). The potential negative effect of social undermining on emotional exhaustion may vary depending on the self-efficacy level of employees who are exposed to social undermining. Employees with higher self-efficacy levels may be more resilient and better equipped to cope with the negative consequences of social undermining, potentially experiencing lower levels of emotional exhaustion compared to those with lower self-efficacy levels. Furthermore, Individuals with high self-efficacy are likely to have greater self-assurance in tasks performed in the presence of others (Fuchs, Sting, Schlickel and Alexy, 2019). This may reduce the impact of social undermining as these employees manage comparison and evaluation anxieties more effectively (Gong, Huang and Farh, 2009). Additionally, individuals with high self-efficacy are more confident in their ability to achieve success, leading to increased motivation and a potential buffer against emotional exhaustion (Baird et al., 2021; Glaser and Hecht, 2013). Conversely, employees with low self-efficacy may experience more pronounced social undermining and emotional exhaustion (Moksnes, Eilertsen, Ringdal, Bjørnsen and Rannestad, 2019). Their lack of confidence and disbelief in their abilities may exacerbate the impact of social undermining and trigger emotional exhaustion (Yu and Zellmer-Bruhn, 2018). In conclusion, we hypothesize that self-efficacy acts as a moderator between social undermining and emotional exhaustion. High levels of self-efficacy can mitigate the effects of social undermining and emotional exhaustion, while low levels can aggravate these effects, considering the positive influences of self-efficacy suggested by Howardson and Behrend (2015) and Loeb, Stempel and Isaksson 2016. The role of self-efficacy can also be explained by the COR theory. Firstly, social undermining can lead to reduced performance and effort in group settings, depleting energy, and

resources more rapidly (Reh et al., 2018). Such resource depletion can increase emotional exhaustion, but higher levels of self-efficacy can mitigate these negative effects (Williams et al., 2014). Secondly, social undermining can trigger perceived stress and pressure among employees, leading to concerns about negative evaluations. This is related to emotional exhaustion, but individuals with high self-efficacy can tolerate such pressures, resulting in lower levels of emotional exhaustion (Mesurado, Malonda Vidal and Mestre, 2018). Lastly, social undermining can decrease job satisfaction. When employees diminish their performance in the presence of others, they may lose their sense of accomplishment and experience job dissatisfaction, which in turn results emotional exhaustion. However, employees with strong self-efficacy can minimize this process of demotivation, thereby reducing emotional exhaustion (Kaufmann, Ninaus, Weiss, Gruber and Wood, 2022). In conclusion, as social undermining levels decrease, emotional exhaustion levels may decrease as well, and the moderating role of self-efficacy between social undermining and emotional exhaustion can reduce the strength of this relationship. In light of these explanations, the second hypothesis of the research is formulated as follows:

Hypothesis 2 (H<sub>2</sub>): Self-efficacy has a moderating role in the relationship between social undermining and emotional exhaustion.

As shown in Figure 1, the research model of the study was designed in line with the hypotheses formed based on the theoretical justifications stated in the conceptual framework.



**Figure 1: Research Model**

### 3. Methodology

The research method employed in this study can be characterized as a quantitative research approach, utilizing various techniques for data collection, analysis, and hypothesis testing. The study's primary focus was to investigate the relationships

between social undermining, emotional exhaustion, and self-efficacy within the context of grey-collar workers. The study utilized established scales to measure social undermining, emotional exhaustion, and self-efficacy. Validity and internal consistency analyses were conducted for these scales to ensure their reliability and appropriateness for the study's context. The study referenced well-established benchmarks and criteria (such as Cronbach's alpha, factor loadings, rho\_A, CR, AVE, VIF, SRMR, NFI) from existing literature to determine the acceptability of the scales. Quantitative data analysis techniques were utilized to investigate the relationships between the study variables and to test the research hypotheses. This analysis involved correlation analysis, bootstrapping analysis, and moderation analysis. The hypotheses were tested through statistical analysis, including the examination of the significance of beta coefficients.

### 3.1. Research Purpose

The aim of the research is to (a) examine the relationship between social undermining and emotional exhaustion among employees in grey-collar occupations, (b) explore the potential moderating role of self-efficacy in the relationship between social undermining and emotional exhaustion, and (c) provide evidence-based recommendations for organizations and managers to foster healthier work environments and enhance employee well-being in grey-collar professions.

### 3.2. Sample

In this study, purposive sampling was employed to select participants from grey-collar occupations. Participants were asked to complete self-administered surveys containing the validated scales. The collected data included responses on social undermining, emotional exhaustion, and self-efficacy, as well as demographic and work-related information. The survey was sent via e-mail to 1228 grey-collar employees in companies operating in the service sector in Turkey and a total of 315 questionnaires were returned. The study was approved by the Başkent University ethics committee with the number E-62310886-605.99-175756 dated 03.11.2022.

The survey was conducted in Turkish among full-time employees in Turkey between December 2022 and May 2023. The participants' demographics indicate a roughly equal distribution of gender (58% male, 42% female) and marital status (61% married, 39% single). Most respondents have a university (35%) or high school (32%) education, with the majority falling in the age range of 25 to 40. Their total work experience and tenure within the organization typically ranged from 5 to 10 years.

### 3.3. Measurement Instruments

In the study, Smart PLS 4 and SPSS 26 programs were used to measure the role of self-efficacy in the effect of social undermining on emotional exhaustion. Three scales were utilized for measurement. *Emotional Exhaustion Scale*: The level of emotional exhaustion was measured using the scale originally developed by Maslach and Jackson (1981) and adapted into Turkish by Ergin (1992), a widely accepted scale in the relevant literature. Consisting of 9 items, the Emotional Exhaustion (EE) scale measures the feelings of being emotionally overextended and exhausted due to one's job. *Social Undermining Scale*: It was developed by Duffy et al. (2002) and translated by Güner Kibaroglu and Tosun (2022). The scale has two sub-dimensions (Supervisor and Coworker undermining) and 26 items. *Self-efficacy Scale*: To measure specific self-efficacy (SSE) in employees for multiple tasks in various contexts, the unidimensional 8-item scale was developed by Chen, Gully and Eden, (2001).

### 3.4. Descriptive Statistics

The scales underwent validity and internal consistency analyses, as shown in Table 1. As a result of these analyses, the values indicating internal consistency (Cronbach's alpha  $\geq 70\%$ ; factor loadings  $\geq 40\%$ ; rho\_a  $\geq 70\%$ ; CR  $\geq 70\%$ ; AVE  $\geq 50\%$ ) were found to be at acceptable levels (Fornell and Larcker, 1981; Hair, Hult, Ringle and Sarstedt, 2017). In addition, it is seen that the model fit values for the validity coefficients of these scales (VIF  $< 5$ ; SRMR  $< 0.08$ ; d\_ULS and d\_G coefficients  $p > 0.05$ ; NFI  $\geq 90\%$ ) meet the accepted values found in the literature (Dijkstra and Henseler, 2015; Hair et al., 2017) (Table 1).

**Table 1: Validity and Reliability Analysis Results of the Scales**

Variables	C.A	rho_A	CR (rho_c)	AVE	VIF	SRMR	d_ULS	d_G	NFI
<b>SOU</b>	CU	.887	.790	.781	.507	.0671	1.723 p>0.05	.989 p>0.05	.903
	SU	.756	.833	.766	.521				
<b>EEX</b>		.913	.786	.780	.504				
<b>Self-Efficacy</b>		.924	.908	.907	.549				

Note. SOU: Social Undermining; CU: Coworker undermining; SU: Supervisor undermining; EEX: Emotional exhaustion; SE: Self-efficacy

Additionally, the relationship between the scales used in the study (Ave square root numbers) and their relationship with each other (correlation values) were analyzed. The results indicate that social undermining, emotional exhaustion, and self-efficacy scales were analytically related (Cohen, 1988). In addition, when the correlation coefficients and AVE square root coefficients of these scales were compared, it was seen that these variables were well separated from other variables (Table 2).

**Table 2: Correlation and Discriminant Validity Results**

Variables		(1)	(2)	(3)	(4)
<b>SOU</b>	CU	(.712)	.445**	.621**	.777**
	SU		(.721)	.497**	.451**
<b>EEX</b>				(.721)	.564**
<b>SE</b>					(.721)

Note. \*\* Correlation Relationship  $p < 0,01$ ; Values in brackets represent AVE square root; SOU: Social Undermining; CU: Coworker undermining; SU: Supervisor undermining; EEX: Emotional exhaustion; SE: Self-efficacy

#### 4. Findings

Before testing the research hypotheses of the study, firstly the coefficients of the research model were examined (Table 3). The values indicate that coworker undermining, which is the sub-dimension of social undermining, explains 32.1% ( $R^2$ ) of emotional exhaustion, and supervisor undermining explains 31.3% ( $R_2$ ) of emotional exhaustion. Results also show that coworker undermining and supervisor undermining have a moderate effect size ( $f^2$ ) on emotional exhaustion (0.112; 0.178), and on self-efficacy (0.191; 0.154). Additionally, the required outcomes for assessing out-of-sample ( $Q^2_{Predict}$ ) are predictive capability to social undermining and self-efficacy (0.322; 0.211; 0.210).

**Table 3: Research Model Coefficients**

Variables	$R^2$	$f^2$				$Q^2_{Predict}$
		Coworker Undermining	Supervisor undermining	Emotional Exhaustion	Self-Efficacy	
<b>CO</b>	.321		.112	.178	.178	.322
<b>SU</b>	.313					.211
<b>EEX</b>				.210		
<b>SE</b>		.108	.191	.154		

Note. CU: Coworker undermining; SU: Supervisor undermining; EEX: Emotional exhaustion; SE: Self-efficacy

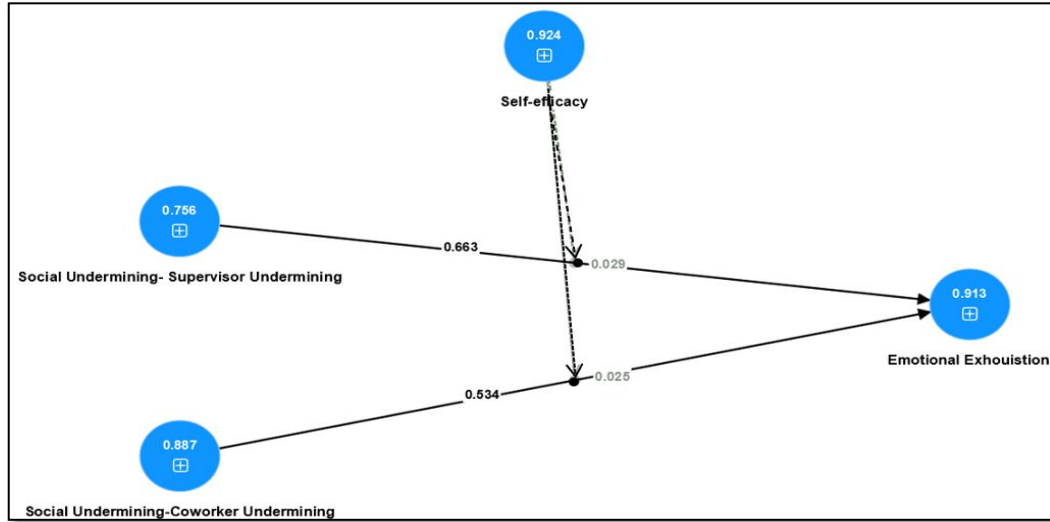
The model effect coefficients were examined for the analysis of the two main hypotheses of this study. Regarding the first hypothesis, which focused on the impact of social undermining on emotional exhaustion (Table 4), the findings indicate a significant and positive relationship, the findings indicate a significant and positive relationship. Specifically, coworker undermining showed a significant effect on emotional exhaustion in the same direction, as did supervisor undermining ( $\beta=.534$ ;  $\beta=.6633$ :  $p<0.01$ ). These results support H<sub>1</sub> of the study, suggesting that emotional exhaustion levels increase when grey-collar workers are exposed to social undermining by their peers and supervisors. Conversely, when they experience less social undermining, their emotional exhaustion levels decrease. The analysis of the second hypothesis, which concerns moderator effects, was conducted to examine the role of self-efficacy in moderating the relationship between social undermining and emotional exhaustion (Table 4). The results indicate that self-efficacy indeed moderates the impact of coworker undermining and supervisor undermining on emotional exhaustion ( $\beta_1=.029$ ;  $\beta_2=.025$ :  $p<0.01$ ), providing support for H<sub>2</sub>. This means that self-efficacy plays a moderating role in the relationship between social undermining and emotional exhaustion. When assessing the strength of this effect, it becomes evident that while grey-collar workers might experience an increase in emotional exhaustion when exposed to social undermining, the presence of self-efficacy mitigates this effect. In other words, as the self-efficacy levels of grey workers increase, the strength of the association between social undermining and emotional exhaustion diminishes (Table 4)

**Table 4: Research Model Effect Coefficients**

<b>Model</b>	<b><math>\beta</math></b>	<b>T Statistics</b>	<b>P Values</b>
<b>CU -&gt; EEX</b>	.534	9.110	.013
<b>SU-&gt; EEX</b>	.663	7.512	.000
<b>Moderation Effect 1 SE</b>	.029	1.310	.000
<b>Moderation Effect 2 SE</b>	.025	1.015	.000

Note. CU: Coworker undermining; SU: Supervisor undermining; EEX: Emotional exhaustion; SE: Self-efficacy

The findings of structural factor analysis are shown in Figure 2.



**Figure 2: Structural Factor Analysis Results**

## 5. Discussion and Conclusion

### 5.1. Key Findings

The primary aim of this study was to investigate the influence of self-efficacy on the relationship between social undermining levels and emotional exhaustion levels among grey-collar workers. The research findings reveal a significant and consistent correlation between the social undermining levels experienced by grey-collar workers and the intensity of their emotional exhaustion. Specifically, when grey-collar workers are subjected to social undermining, their emotional exhaustion levels tend to rise. These findings align with previous studies (Hershcovis, 2011; Rodríguez-Muñoz, Antino, León-Pérez and Ruiz-Zorrilla, 2022). Distinguishing itself from existing literature, this study examines the sub-dimensions of social undermining among grey-collar employees. The analysis uncovers that grey-collar workers encounter undermining behaviors both from their peers and supervisors, leading to an elevation in their emotional exhaustion levels. Furthermore, the study uncovers that self-efficacy plays a vital role as a moderator in the interaction between social undermining and emotional exhaustion. This observation is consistent with indirect findings in prior research (Jung and Yoon, 2022; Indregard, Knardahl and Nielsen, 2013). In conclusion, the results of the current study underscore that self-efficacy possesses the capacity to mitigate the impact of social undermining on emotional exhaustion. Put differently, the self-efficacy levels exhibited by grey-collar employees have the potential to diminish the adverse influence of social undermining on their emotional exhaustion levels.



## 5.2. Theoretical Contributions

This study makes significant theoretical contributions by revealing the critical role of self-efficacy in moderating the influence of social undermining on emotional exhaustion within the framework of the COR theory. The theory posits that individuals are inherently motivated to safeguard and augment their resources, but these resources remain perpetually susceptible to threats, compelling individuals to enact protective measures (Halbesleben and Buckley, 2004; Hobfoll, 2001). In the context of the COR theory, social undermining emerges as a factor that can potentially instill a perception of resource vulnerability among employees. This perception may stem from the belief that the social support and positive interactions that contribute to their emotional and motivational resources are being compromised. Consequently, if these resources are perceived to be insufficient, it can culminate in a depletion of an individual's energy, motivation, and emotional resilience. This, in turn, leads to emotional exhaustion.

Crucially, an individual's level of self-efficacy functions as a significant element in this dynamic. Self-efficacy refers to an individual's belief in their capability to effectively execute tasks and manage challenges. When self-efficacy is high, employees possess a confident conviction that they hold the requisite resources and abilities to successfully navigate their work responsibilities. This plays a transformative role in the process. Specifically, when confronted with the potential resource scarcity induced by social undermining, employees with elevated self-efficacy may pivot the negative trajectory into a positive one. They might view the situation through a lens that empowers them to effectively marshal their resources, thereby conserving their energy and emotional reserves. Hence, this study underscores how the interplay between social undermining, self-efficacy, and emotional exhaustion can be comprehended within the COR Theory. By delving into this intricate interrelationship, the study contributes a novel perspective that enhances our understanding of how employees manage and allocate their psychological resources in response to workplace challenges.

## 5.3. Practical Implications

The moderating effect of self-efficacy on the relationship between social undermining and emotional exhaustion offers several advantages for businesses, managers, and human resources professionals. Grey-collar employees often face intense psychological challenges because their roles involve a combination of physical and mental tasks. In this demanding process, their emotional exhaustion tends to escalate when they encounter social undermining from colleagues or supervisors. However, understanding the moderating role of self-efficacy allows organizations to take proactive steps to support their grey-collar workforce. By fostering and enhancing self-efficacy through training, mentorship, and a positive work environment, companies can empower these employees to better cope with

social undermining, mitigate emotional exhaustion, and ultimately contribute to a healthier, more productive workplace.

#### 5.4. Research Limitations and Future Research Directions

This study exclusively focused on the examination of grey-collar employees, with no explicit methodological comparison conducted with individuals belonging to other collar categories, such as blue-collar and white-collar workers. Consequently, the absence of cross-collar comparative analysis presents a notable limitation within this study's scope. It is important to note that a comprehensive, detailed interview methodology was not employed in the research design. This omission can be identified as one of the noteworthy limitations inherent in the study. As a result, the absence of in-depth interviews may potentially limit the depth of understanding that could have been attained regarding the intricacies of the relationship between social undermining, self-efficacy, and emotional exhaustion. Therefore, it is prudent to exercise caution when attempting to generalize the study's findings. The specific context of grey-collar workers and the absence of direct comparisons with other collar categories, along with the limitation in research methodology in the form of detailed interviews, collectively emphasize the need to interpret and apply the study's outcomes within the confines of its scope and context.

#### References

- Baird, N., Robertson, J. L. & McLarnon, M. J. W. (2021). Looking in the mirror: Including the Reflected Best Self Exercise in management curricula to increase students' interview self-efficacy. *Academy of Management Learning and Education*, 0(0), 1-19.
- Chen, G., Gully, S. M. & Eden, D. (2001). Validation of a new general self-efficacy scale. *Organizational Research Methods*, 4(1), 62–83.
- Cranford, J. A. (2004). Stress-buffering or stress-exacerbation? Social support and social undermining as moderators of the relationship between perceived stress and depressive symptoms among married people. *Personal Relationships*, 11(1), 23-40.
- Creed, P. A. & Moore, K. (2006). Social support, social undermining, and coping in underemployed and unemployed persons. *Journal of Applied Social Psychology*, 36(2), 321-339.
- Crossley, C. D. (2009). Emotional and behavioral reactions to social undermining: A closer look at perceived offender motives. *Organizational Behavior and Human Decision Processes*, 108(1), 14-24.

- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates, Publishers.
- De Cordova, P. B., Johansen, M. L., Grafova, I. B., Crincoli, S., Prado, J. & Pogorzelska-Maziarz, M. (2022). Burnout and intent to leave during COVID-19: A cross-sectional study of New Jersey hospital nurses. *Journal of Nursing Management*, 30(6), 1913-1921.
- Delahaij, R. & Van Dam, K. (2017). Coping with acute stress in the military: The influence of coping style, coping self-efficacy and appraisal emotions. *Personality and Individual Differences*, 119, 13–18.
- Dijkstra, T. K. & Henseler, J. (2015). Consistent partial least squares path modeling. *MIS Quarterly*, 39, 297-316.
- Duffy, M. K., Ganster, D. C. & Pagon, M. (2002). Social undermining in the workplace. *Academy of Management Journal*, 45(2), 331-351.
- Duffy, M. K., Ganster, D. C., Shaw, J. D., Johnson, J. L. & Pagon, M. (2006). The social context of undermining behavior at work. *Organizational Behavior and Human Decision Processes*, 101(1), 105–126.
- Duffy, M. K., Scott, K. L., Shaw, J. D., Tepper, B. J. & Aquino, K. (2012). A social context model of envy and social undermining. *Academy of management Journal*, 55(3), 643-666.
- Eissa, G., Chinchachokchai, S. & Wyland, R. (2017). The influence of supervisor undermining on self-esteem, creativity, and overall job performance: a multiple mediation model. *Organization Management Journal*, 14(4), 185–197.
- Eissa, G. & Wyland, R. (2018). Work-family conflict and hindrance stress as antecedents of social undermining: Does ethical leadership matter? *Applied Psychology*, 67(4), 645-654.
- Ergin, C. (1992). *Doktor ve hemşirelerde tükenmişlik ve maslach tükenmişlik ölçeğinin uyarlanması*. VII. Ulusal Psikoloji Kongresi Bilimsel Çalışmaları, Ankara.
- Fast, N. J., Burris, E. R. & Bartel, C. A. (2014). Managing to stay in the dark: Managerial self-efficacy, ego defensiveness, and the aversion to employee voice. *Academy of Management Journal*, 57(4), 1013-1034.
- Finch, J. F. (1998). Social undermining, support satisfaction, and affect: a domain-specific lagged effects model. *Journal of Personality*, 66(3), 315-334.

- Fornell, C. & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Fuchs, C., Sting, F. J., Schlickel, M. & Alexy, O. (2019). The ideator's bias: How identity-induced self-efficacy drives overestimation in employee-driven process innovation. *Academy of Management Journal*, 62(5), 1498-1522.
- Gist, M. E. (1987). Self-efficacy: Implications for organizational behavior and human resource management. *Academy of Management Review*, 12(3), 472-485.
- Gist, M. E. & Mitchell, T. R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. *Academy of Management Review*, 17(2), 183-211.
- Glaser, W. & Hecht, T. D. (2013). Work-family conflicts, threat-appraisal, self-efficacy and emotional exhaustion. *Journal of Managerial Psychology*, 28(2), 164-182.
- Greenbaum, R. L., Mawritz, M. B. & Eissa, G. (2012). Bottom-line mentality as an antecedent of social undermining and the moderating roles of core self-evaluations and conscientiousness. *Journal of Applied Psychology*, 97(2), 343–359.
- Gong, Y., Huang, J. C. & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, 52(4), 765-778.
- Güner Kibaroglu G. & Tosun, B. (2022). Sosyal zayıflatma (social undermining) ölçeğinin türkçeye uyarlanması. *Uluslararası Yönetim Akademisi Dergisi*, 5(3), 636-651.
- Halbesleben, J. R. B. & Buckley, M. R. (2004). Burnout in organizational life. *Journal of Management*, 30(6), 859–879.
- Hair, J. F., Hult, G. T. M., Ringle, C. M. & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd Edition). Sage Publications Inc.
- Herscovis, M. S. (2011). “Incivility, social undermining, bullying...oh my!”: A call to reconcile constructs within workplace aggression research. *Journal of Organizational Behavior*, 32(3), 499-519.

- Hilal, O. A. (2021). The moderating role of self-efficacy in the relationship between workplace envy and social undermining. *Global Business and Organizational Excellence*, 40(6), 28-40.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing Conservation of Resources theory. *Applied Psychology: An International Review*, 50(3), 337–370.
- Howardson, G. N. & Behrend, T. S. (2015). The relative importance of specific self-efficacy sources in pretraining self-efficacy beliefs. *International Journal of Training and Development*, 19(4), 233-252.
- Hur, W.-M., Kim, B.-S. & Park, S.-J. (2015). The Relationship between coworker incivility, emotional exhaustion, and organizational outcomes: The mediating role of emotional exhaustion. *Human Factors and Ergonomics in Manufacturing and Service Industries*, 25(6), 701-712.
- Indregard, A.-M. R., Knardahl, S. & Nielsen, M. B. (2018). Emotional dissonance, mental health complaints, and sickness absence among health- and social workers: The moderating role of self-efficacy. *Frontiers in Psychology*, 9, 1-9.
- Jang, S., Allen, T. D., Kim, E. & Cho, S. (2020). An examination of the temporal order of helping behaviors and emotional exhaustion. *Stress and Health*, 36(5), 663-674.
- Jones, G. R. (1986). Socialization tactics, self-efficacy, and newcomers' adjustments to organizations. *Academy of Management Journal*, 29(2), 262-279.
- Jung, H. S. & Yoon, H. H. (2019). The effects of social undermining on employee voice and silence and on organizational deviant behaviors in the hotel industry. *Journal of Service Theory and Practice*, 29(2), 213–231.
- Jung, H.-S. & Yoon, H.-H. (2022). The effect of social undermining on employees' emotional exhaustion and procrastination behavior in deluxe hotels: moderating role of positive psychological capital. *Sustainability*, 14, 1-13.
- Kaufmann, L., Ninaus, M., Weiss, E. M., Gruber, W. & Wood, G. (2022). Self-efficacy matters: Influence of students' perceived self-efficacy on statistics anxiety. *Annals of the New York Academy of Sciences*, 1514(1), 187-197.

- Khan, M. A., Malik, O. F. & Shahzad, A. (2022). Social undermining and employee creativity: The mediating role of interpersonal distrust and knowledge hiding. *Behavioral Sciences, 12*(2), 1-10.
- Kim, K. H. & Lee, Y. (2021). Employees' communicative behaviors in response to emotional exhaustion: the moderating role of transparent communication. *International Journal of Strategic Communication, 15*(5), 410-424.
- Kowalski, C., Ommen, O., Driller, E., Ernstmann, N., Wirtz, M. A., Köhler, T. & Pfaff, H. (2010). Burnout in nurses – the relationship between social capital in hospitals and emotional exhaustion. *Journal of Clinical Nursing, 19*(11-12), 1654-1663.
- Loeb, C., Stempel, C. & Isaksson, K. (2016). Social and emotional self-efficacy at work. *Scandinavian Journal of Psychology, 57*(2), 152-161.
- Maslach, C. & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Organizational Behavior, 2*(2), 99-113.
- Mesurado, B., Malonda Vidal, E. & Mestre, A.L (2018). Negative emotions and behaviour: The role of regulatory emotional self-efficacy. *Journal of Adolescence, 64*(1), 62-71.
- Moksnes, U. K., Eilertsen, M. B., Ringdal, R., Bjørnsen, H. N. A. & Rannestad, T. (2019). Life satisfaction in association with self-efficacy and stressor experience in adolescents – self-efficacy as a potential moderator. *Scandinavian Journal of Caring Sciences, 33*(1), 222-230.
- Petrov, P., Kouvonen, A. & Karanika-Murray, M. (2011). Social exchange at work and emotional exhaustion: The role of personality. *Journal of Applied Social Psychology, 41*(9), 2165-2199.
- Reh, S., Tröster, C. & Van Quaquebeke, N. (2018). Keeping (future) rivals down: Temporal social comparison predicts coworker social undermining via future status threat and envy. *Journal of Applied Psychology, 103*(4), 399-415.
- Rodríguez-Muñoz, A., Antino, M., León-Pérez, J. M. & Ruiz-Zorrilla, P. (2022). Workplace bullying, emotional exhaustion, and partner social undermining: A weekly diary study. *Journal of Interpersonal Violence, 37*(5-6), 1-17.
- Sardeshmukh, S. R., Goldsby, M. & Smith, R. M. (2001). Are work stressors and emotional exhaustion driving exit intentions among business owners? *Journal of Small Business Management, Early View*.

- Sarwar, A., Irshad, M., Zhong, J. Y., Sarwar, S. & Pasha, R. (2020). Effects of social undermining in families on deviant workplace behaviours in Pakistani nurses. *Journal of Nursing Management*, 28(4), 938-947.
- Schadenhofer, P., Kundi, M., Abrahamian, H., Blasche, G., Stummer, H. & Kautzky-Willer, A. (2018). Job-related meaningfulness moderates the association between over-commitment and emotional exhaustion in nurses. *Journal of Nursing Management*, 26(7), 820-832.
- Schaubroeck, J. & Merritt, D. E. (1997). Divergent effects of job control on coping with work stressors: The key role of self-efficacy. *Academy of Management Journal*, 40(3), 738-754.
- Schweper, C. H. & Dimitrou, C. (2022). Reducing service sabotage: The influence of supervisor social undermining, job stress, turnover intention and ethical conflict. *Journal of Marketing Theory and Practice*, 66(2), 1–20.
- Scott, K. L., Ingram, A., Zagenczyk, T. J. & Shoss, M. K. (2015). Work–family conflict and social undermining behaviour: An examination of PO fit and gender differences. *Journal of Occupational and Organizational Psychology*, 88(1), 203-218.
- Smith, I. H. & Woodworth, W. P. (2012). Developing social entrepreneurs and social innovators: A social identity and self-efficacy approach. *Academy of Management Learning and Education*, 11(3), 390-407.
- Song, Y. & Zhao, Z. (2022). Social undermining and interpersonal rumination among employees: the mediating role of being the subject of envy and the moderating role of social support. *International Journal of Environmental Research and Public Health*, 19(14), 1-20.
- Stordeur, S., D'hoore, W. & Vandenberghe, C. (2001). Leadership, organizational stress, and emotional exhaustion among hospital nursing staff. *Journal of Advanced Nursing*, 35(4), 533-542.
- Tahmassian, K. & Moghadam, N.J (2011). Relationship between self-efficacy and symptoms of anxiety, depression, worry and social avoidance in a normal sample of students. *Iranian Journal of Psychiatry and Behavioral Sciences*, 5(2), 91-98.
- Tierney, P. & Farmer, S. M. (2002). Creative self-efficacy: Its potential antecedents and relationship to creative performance. *Academy of Management Journal*, 45(6), 1137-1148.

- Vinokur, A. D. & van Ryn, M. 1993. Social support and undermining in close relationships: Their independent effect on mental health in unemployed persons. *Journal of Personality and Social Psychology*, 65, 350-359.
- Vinokur, A. D., Schul, Y., Vuori, J. & Price, R. H. (2000). Two years after a job loss: long-term impact of the JOBS program on reemployment and mental health. *Journal of Occupational Health Psychology*, 5(1), 32.
- Williams, B. W., Kessler, H. A. & Williams, M. V. (2014). Relationship among practice change, motivation, and self-efficacy. *Journal of Continuing Education in the Health Professions*, 34(S1), S5-S10.
- Yoo, J. & Frankwick, G. L. (2013). Exploring the impact of social undermining on salesperson deviance: An integrated model. *Journal of Personal Selling & Sales Management*, 33(1), 79-90.
- Yu, L. & Zellmer-Bruhn, M. (2018). Introducing team mindfulness and considering its safeguard role against conflict transformation and social undermining. *Academy of Management Journal*, 61(1), 324-347.
- Zheng, G. G., Zhou, Y. & Wu, W. (2023). Followers matter: Understanding the emotional exhaustion of servant leadership. *Applied Psychology*, Early View.

**Ethics Statement:** The authors declare that ethical rules have been followed in all preparation processes of this study. Approval was given for the study at the meeting of Başkent University Academic Evaluation Coordinatorship held on 02.10.2022. In case of a contrary situation regarding scientific ethics issues, all responsibility belongs to the authors of the study and Çankırı Karatekin University Journal of Faculty of Economics and Administrative Sciences has no responsibility.