

WITH MEDIATING MECHANISM OF EMOTIONAL STABILITY: CAN EMPLOYEE'S ENGAGEMENT BE ATTAINED THROUGH PSYCHOLOGICAL DETACHMENT?

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ABSTRACT

On the basis of the self-determination theory and the healing way (i.e. the effort-recovery model); this paper exhibits that emotional stability play the role of forecaster that operate psychological detachment and employees more engaged in work. The concept of psychological detachment as implies "individual's sight of being away from work situations". The present study is to evolve an additional perspective on when and why psychological detachment in predicting employee engagement through emotional stability. It was hypothesized that emotional stable employees are better able to detach themselves from work and, which would inculcate thereby leading to employee engagement. This study collected these data from 302 valid employees form small- and medium-scale private sector food processing organizations, using an online questionnaire in google forms located in twin cities Rawalpindi and Islamabad. To evaluate the hypotheses, this study conducted structural equation modeling on SPSS 23. The results highlight the mediating role of emotional stability in the association of psychological detachment with employee's engagement. This study has depicted that emotional stable employee who are psychologically detached can achieve more engaged in work.

Keywords: Psychological Detachment, Emotional Stability, Employees Engagement, Self Determination Theory

INTRODUCTION

Employee engagement is a satisfied, cheerful outlook that is connected to work and is characterized by vigor, commitment, concentration (Schaufeli 2006). The idea is getting more and more attention these days since research indicates that motivated employees produce superior results (Bakker 2013). The amount of research on employee engagement is increasing in line with this trend (O'Connor 2019). Employee engagement is characterized by employees' commitment, initiative, and thorough performance of their obligations at work. Employee engagement serves as a useful tool for raising productivity, interest, and vigor at work (Ghosh 2020). This idea has received attention from researchers and management since it is thought that engaged workers significantly increase an organization's effectiveness (Weiss 2022). Despite this,

organizations continue to struggle with difficulties relating to employee engagement in the workplace (Shrotryia 2021). Studies have showed that since 2000, the worldwide working population's engagement rates have only grown by 13%.

Additionally, psychological detachment offers a chance to stop resource loss at work, preserving resources to provide workers the vigor (energy) to participate. The expression "person's feeling of being away from the work situation suggests mental separation (Sonnentag 2010). It process that one isn't working on any plans or ponders prospects or concerns connecting with one's work at home or after work. Mental separation from work in day to day existence alludes to briefly putting one's real and mental prosperity behind the work environment (Sonnentag et al., 2010). Scholars and practitioners have created

and assessed procedures that aim to enhance workers' detachment from work in recent years as a result of an increased understanding of the importance of detachment and recovery for significant work-related outcomes. The range of these interventions is remarkable. They include a variety of intervention topics (e.g., job design and boundary management) and training approaches that differ according to the mode of delivery (e.g., web-based interventions and in-person training programming), training schedule, and length. They concentrate on diverse interpretations of detachment and the range of situations (like outside or inside the workplace) where detachment takes occurred (Tina Karabinski, Verena C. Haun 2021).

Separation is one of the four recuperation encounters — unwinding, authority encounters, and control — that Sonnentag and Fritz (2007) recognized as aiding laborers loosen up and recuperate from business related pressure. By presenting the person to these circumstances, it is guaranteed that they are not exposed to any additional tensions and that new assets might be produced. Separation suggests mentally investing energy behind oneself and getting distance from one's work liabilities, as well as ceasing from business related activities during off the clock time, (for example, perusing work messages, for instance) (Etzion et. al., 1998, p. 579). The meaning of separation is "to a singular's feeling of being away from the work circumstance" (Etzion et. al., 1998, p. 579). Keeping up with representative wellbeing and health during non-work hours requires mental separation from work. It very well may be trying to achieve this, particularly when recuperation is generally required and work pressure is even from a pessimistic standpoint. As a result, increasing detachment from work is something that many organizations and workers are interested in, and over the past ten years, a variety of treatments have been created and tested. Leaving the job behind oneself physically and psychologically in daily life is referred to as psychological detachment from work (Sonnentag et al., 2010).

In the past, a Western research on daily dairy has connected psychological detachment with employee engagement (Berdicchia 2021). According to studies, full-time workers in

Western nations like Germany exhibit stronger emotional detachment and better involvement at work mostly in the morning. According to research, culture and shared values have a direct impact on how people behave at work (Sharma 2020). An individual's intellectual and emotional states are influenced by the socio-cultural traits of their country, which in turn affects psychological detachment and employee engagement practices (Chang 2021). Psychological detachment refers to a person's inability to think about or work on any duties, difficulties, or problems relating to their employment after office hours have ended (Karabinski 2021). Numerous research have shown that job crafting and psychological detachment have an impact on organizational and personal results (Ghazzawi 2021), however, it is necessary to investigate how psychological detachment and work design affect employee engagement using unproven possible variables.

The inherent joy and satisfaction obtained from such participation, as well as intrinsic motivation—doing a task freely for its own sake—have been recognized as important antecedents of employee engagement in previous study (Kordbacheh 2014). Self-determination theory (SDT) is the primary paradigm applied to the link between intrinsic motivation and employee engagement. Because intrinsic motivation meets fundamental psychological needs including the desire for autonomy, competence, and relatedness, according to SDT, it promotes employee engagement. Additionally, they promote communication of ideas, coordination, and cooperation to produce significant contributions and further impact employee engagement levels (Amabile 2016). However, the notion of additional pathways connecting intrinsic motivation and employee engagement has generally been ignored in previous studies. As far as we are aware, no study has looked at the role that emotional stability plays in the connection between psychological detachment and employee engagement. This is a severe oversight given that psychological disengagement is a key factor in organizational engagement. By proposing and testing psychological detachment—which is defined as mental disengagement from work during off-

hours—as a potentially significant mediator of the emotional stability and between employee engagements via employee creativity, we developed theory and strengthened the validity and usefulness of our new perspective (S. Sonnentag 2012).

The topic of whether psychological separation from work increases employee creativity and improves their engagement with their professions may be answered by looking at the correlations between the aforementioned relationships. Further, some researchers have proposed that basic psychological needs research and, consequently, SDT as a whole, might profit from the incorporation of basic psychological needs models into other management theories (Van Den Broeck A. 2016). We fill this knowledge gap in the literature. In order to create a fresh viewpoint, we first include the literature on SDT. Then, we make the case that there are processes through which detachment promotes employee engagement. Employees can be momentarily diverted from their tasks thanks to psychological detachment, which frees them up to be more imaginative and less restricted by traditional associations. Additionally, psychological detachment offers a chance to stop resource loss at work, preserving resources to provide workers the vigor (energy) to participate. Based on the aforementioned justification, we contend that psychological detachment influences employee engagement through emotional stability, with a high level of psychological detachment being associated with higher employee engagement and a low level of psychological detachment being associated with lower employee engagement.

Expanding on Lazarus' (1966) hypothesis of stress with the precepts of Mitchell et al.'s. (2019) hypothesis, and because of the call by Mitchell et al. (2019), we research the intervening job of profound soundness (i.e., individual capacity to satisfactorily adapt to pessimistic feelings, like tension, stress, and outrage; (Alessandri 2018) on the connection between mental separation and representatives commitment. Contrasted with other character characteristics (counting principles and extraversion), close to home security has a bigger relationship with individuals' personal and emotional states, like pressure (Alessandri

et al., 2018), exhaustion (Liu, X., and Yu, K.2019), and subjective wellbeing (Sobol-Kwapinska, 2016). This study contend that the link between psychological detachment and job engagement may be better understood when considering emotional stability. By studying how a single stressor might prompt several responses that ultimately affect workers' job engagement, we add to the body of knowledge on work engagement. By exploring the impacts of psychological detachment on professional engagement through emotional stability, this study therefore build on prior research and fill a research vacuum.

Significance of this study is stated as; Regarding possible markers of employee involvement in Indian food processing organizations, little is known (Krishna and Kumra, 2020; Shrotryia et al., 2021). The study hopes to significantly advance the under-researched field of employee engagement by offering psychological detachment criteria that predict employee engagement. Second, this study show that the psychological separation is likely to increase their level of job engagement, highlighting a novel mechanism, emotional stability. Thirdly, the study does this by presenting theoretically and empirically studied procedures that encourage employee engagement among workers in Pakistani food manufacturing organizations. Fourthly, the effort-recovery model (Meijman and Muller, 1998) and self-determination theory (Deci. & Ryan, 1985) are used in the study to evaluate the hypothesized relationship in the organizational context of Pakistan. This work extends and adds to the growing body of knowledge on psychological detachment and employee engagement. First and foremost, this research adds significantly to the body of knowledge on employee engagement by illuminating a novel mechanism—namely, that psychological detachment is likely to motivate workers to become involved in their work. This study carried out our research to shed light on the mechanisms and boundary circumstances behind the beneficial impacts of emotional stability on employee engagement. This study also shows that psychological detachment and employee engagement are mediated by emotional stability.

Employee engagement is defined as the commitment of employees to their jobs, which serves as an effective means of boosting competence, engrossment, and vigor at work. Employee engagement is demonstrated by commitment, taking initiative, and doing tasks conscientiously (Ghosh et al., 2020). This idea has received attention from researchers and management since it is thought that engaged workers significantly increase an organization's effectiveness (Weiss and Zacher, 2022). This study focuses only on the idea that psychological separation from one's work environment might increase an employee's engagement, which is manifested as pleasant feelings.

As per research led in Lebanon, Italy, Germany, Japan, Romania, and South Korea (Bipp et al., 2019; Ghazzawi et al., 2021) mental separation, work making, and characteristic inspiration are the principal indicators of representative commitment. These deciding variables might vary internationally relying upon human attributes, hierarchical qualities, and social standards, convictions, and practices (Debnath et al., 2022). To resolve this issue, the review takes a gander at the potential associations between mental separation, profound soundness, and worker commitment in the setting of Pakistani associations. As per Etzion et al. (1998), p. 579, "person's feeling of being away from work circumstances" is inferred by the possibility of mental separation. In general, employees are less involved in their workplaces. By comprehending the impact of psychological detachment on employees' involvement activities, in this study were able to improve this problem. To further boost employee engagement inside the organization, this study bring emotional stability to this specific method.

The study aims to provide answers to the following questions: (1) What impact does psychological detachment have on emotional stability? (2) How does emotional stability affect how engaged workers are? (3) Is there a link between psychological detachment and employee engagement that emotional stability can help bridge?

The study explicitly seeks to discover a response to the following research goals in an effort to reveal the aforementioned process and gain insight. (1) Is to investigate the link between

psychological detachment and emotional stability. (2) To investigate the link between psychological detachment and job engagement. (3) Is to examine the emotional stability's mediation function in the link between psychological detachment and employee engagement. (4) By include emotional stability in the link between psychological detachment and employee engagement, the study aims to create a new understanding.

2. Literature Review

2.1 Theoretical Framework

"Individual's sense of being away from work situations" is the definition of psychological detachment given by Etzion et al. in 1998, on page 579. It focuses on reducing psychosomatic disorder and the return of job stress (Sonnetag, and Fritz, 2007; Sonnetag. et al., 2010). Psychologically separated workers have less stress at work, emotional exhaustion, and breakdown (Sonnetag, 2012). Notably, (Deci and Ryan, 1985) found that the self-determination theory of three essential inherent and human psychological needs (autonomy, competency, and relatedness) is necessary for successful human functioning. According to the self-determination theory (Deci and Ryan, 2000), job satisfaction has a significant impact on employees' involvement at work because it fosters affinities, fosters competence, and inspires self-sufficiency, which allows workers the choice to choose.

Self-determination theory (SDT), an overall clarification of human inspiration and character, centers around individuals' natural development propensities and mental necessities. It has to do with the explanations for why individuals pick specific game-plans without outer impacts and interruptions. The connection between mental separation and representative commitment has most likely not gotten a lot of consideration in the current writing, which is a central oversight given that work fulfillment might assume a part in advancing representative commitment (Ghosh et al., 2020). The postulated linkages therefore provide an explanation for how job pleasure influences how psychological detachment encourages employee participation.

2.2 Psychological Detachment

One of the four recovery experiences—detachment, relaxation, mastery experiences, and control—identified by Sonnentag and Fritz (2007) as aiding workers in de-stressing and recovering from work-related stress is the removal of demands from the person so that new resources can be developed. Detachment not only entails refraining from work-related activities during off-duty time (for example, reading work emails), but also suggests mentally putting work behind oneself and gaining distance from one's job demands (Etzion et al., 1998, p. 579).

Detachment is defined as "to an individual's sense of being away from the work situation" (Etzion et al., 1998, p. 579). Separation has drawn the most examination consideration (Sonnentag, 2018) in light of the fact that it has arisen as an especially powerful indicator of recuperation (Bennett et al., 2018; Sonnentag and Fritz, 2007, 2015), regardless of the way that each of the four recuperation encounters have been demonstrated to be decidedly connected with wellbeing and prosperity results (Bennett et al., 2018; Steed et al., 2019).

Detachment is in fact positively associated with mental and physical health, life satisfaction, vigor, and sleep while negatively associated with negative effect, exhaustion, and fatigue, according to a number of reviews and meta-analyses (Bennett et al., 2018; Steed et al., 2019; Wendsche & Lohmann-Haislah, 2017). Conceptually and empirically, detachment (or more precisely, the lack thereof) is related to other concepts that describe thinking about one's job, such as unfavorable work reflection (e.g., Meier et al., 2016), affective work-related rumination (Querstret & Cropley, 2012), and problem-solving pondering (Querstret & Cropley, 2012). Despite being significantly associated (e.g., Cropley et al., 2012; Meier et al., 2016; Querstret & Cropley, 2012), prior research has demonstrated that these various conceptualizations of (the lack of) work-related thinking are empirically diverse (Weigelt et al., 2019).

Although research has shown that certain constructs are distinctive (Weigelt et al., 2019), it is yet unknown if these distinctions are applicable in real-world settings, i.e., whether

they are linked to different antecedents and consequences. Like other rehabilitation processes, detachment can take place both inside and outside of the workplace, such as during free nights or weekends, holidays, or sabbaticals, as well as during work breaks (such as lunch breaks) (Geurts & Sonnentag, 2006). Although the majority of empirical research has concentrated on employees' detachment from their jobs (external detachment), some preliminary studies have examined links between internal detachment and well-being outcomes during work breaks and while at work (Bosch et al., 2018; Coffeng et al., 2015; Sianoja et al., 2016; von Dreden & Binnewies, 2017). Similar to this, most detachment treatments in intervention research attempt to improve detachment outside of work, while in recent years, studies addressing the usefulness of encouraging detachment during work breaks have grown (e.g., Coffeng et al., 2014; de Bloom et al., 2017).

2.3 Emotional Stability

Numerous studies have shown the value of personality characteristics in predicting results in the workplace (Albrecht and Marty, 2020; Alessandriet al., 2018; Tisuet al., 2020). One's emotions, ideas, and behavioral tendencies are sometimes referred to as one's personality (Kassin, 2003). According to Oentoro et al. (2016), the Big Five Personality Scale, often known as the Five-Factor Model, is extensively used to characterize the structure of personality. It has been applied internationally, in a variety of organizational contexts, and with diverse rating sources. Conscientiousness, agreeableness, neuroticism, extraversion, and openness to new experiences are the big five personality traits. One of the Big Five personality qualities is emotional stability, which is the polar opposite of neuroticism.

It has been proposed that profound solidness is the underpinning of human character. Profound soundness is portrayed as an individual's ability to successfully manage upsetting feelings, like concern, pressure, and fury (Alessandri et al., 2018). It is viewed as the second-most critical character attribute in work settings after honesty (Barrick and Mount, 2000). It is additionally a basic part of a singular's character that is

adversely corresponded with pressure related factors like occupation burnout, close to home weariness, uneasiness, and outrage (Rogers and Stylist, 2019), as well as other pressure related factors. Certain character characteristics affect the pressure cycle since they will generally change how individuals get data about stressors, as per Lazarus' (1966) value-based hypothesis of stress.

Based on the arguments of (Mitchel et al., 2019), theorized that the performance pressure experience (i.e., stress brought on by the demand for high performance) can be influenced by specific personality traits in a way that could change how the pressure is assessed. Profound solidness has been viewed as an especially significant individual quality for the pressure cycle in past examinations on business related burdens (Alessandri et al., 2018). Close to home soundness assists individuals with keeping calm in unforeseen and troublesome settings (Rogers and Hair stylist, 2019). Since it catches individuals' affinity to adversely feel (Li and Ahlstrom, 2016).

2.4 Employees Engagement

According to Schaufeli and Bakker (2006), engagement is a widespread affective-cognitive state characterized by vigor, devotion, and absorption that is not focused on any one item, event, person, or behavior. "Vigor is defined as the readiness and resolve to put forth effort and energy in one's task and to be resilient and persistent when faced with challenges. In that commitment is defined as discovering the meaning and purpose of one's job and being excited and proud of one's work, dedication deals with the emotional aspect of engagement. According to Menguc, Fisher, and Haddad (2013), absorption deals with the cognitive aspect of involvement and comprises being completely absorbed and content with one's job.

The JD-R model and the idea of employee involvement were created together (Bakker and Demerouti, 2007). We contend that the mediating impact of creativity on employee engagement can be explained by the JD-R model and SDT. According to the JD-R model (Demerouti, Bakker, Nachreiner, and Schaufeli, 2001), stressful working situations caused by a

lack of resources and high expectations on the job deplete energy and reduce employee motivation. Job demands are the physical, interpersonal, or organizational facets of a job that need persistent effort on the part of the body or the mind, and are consequently accompanied by specific physiological and psychological consequences. According to Demerouti et al. (2001), job resources are the physical, social, or organizational components of a job that are useful in attaining work objectives, lowering job demands and the accompanying physiological and psychological costs, and promoting personal growth and development.

According to SDT, employee creativity increases job engagement by satiating people's intrinsic, primal demands for autonomy, competence, and relatedness. Given their enjoyment and interest in the task, creative employees are more inclined to support and actively engage in it. As a result, individuals put out a greater amount of intensity or effort and continue working on the activity longer after experiencing initial success (Amabile, 1988). They embrace working practices that encourage persistent and energetic pursuit (Amabile, 1988), leading to the growth of the vigor component of employee engagement, rather than adopting well-known assured solutions.

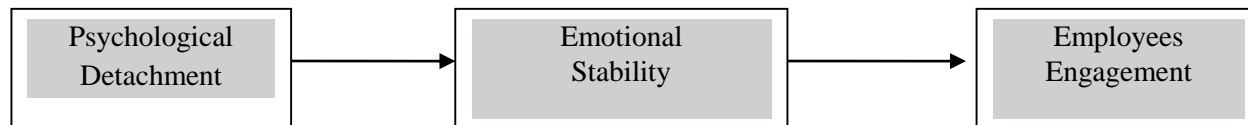
In order to give their job meaning and purpose, creative workers choose projects that are ideally suited to their goals and interests and that represent their core beliefs (Amabile and Pratt, 2016). Positive challenges are presented by creativity, such as developing fresh viewpoints on issues, taking into account numerous ideas, thinking extensively, and forging uncommon connections (Amabile and Pratt, 2016). This cognitive and perceptual approach promotes the growth of the technical proficiency and subject knowledge required to investigate innovation. Therefore, engaging difficulties and chances for personal development might make workers happy with their work and engrossed in their careers.

Furthermore, it was discovered that being creative is an emotionally charged activity in which sophisticated cognitive processes are influenced by, co-occur with, and form emotional experiences. It frequently causes people to feel good, ranging from slight

gratification or pride to strong euphoria or relief (Amabile et al., 2005). This could be a deciding

element in assessing the "dedication" aspect of employee engagement.

2.5 Conceptual Model and Hypothesis development:



According to the effort-recovery model, emotional stability can play a mediating role between psychological detachment and employee engagement (Meijman, 1998). This can have an adverse effect on an employee's mental, physical, and psycho-physiological health. Therefore, it may be said that emotional stability supports psychological detachment and enables workers to recuperate more quickly. These workers are able to recover from stress and stabilise, which makes them feel content and enables them to beat weariness and psychosomatic issues brought on by job stress (Steed et al., 2021). Additionally, it boosts optimism and might have an impact on staff engagement levels (Fritz et al., 2010).

According to research by Gosnell and Gable (2013), between 60 and 80 percent of emotionally healthy employees talk about happy occasions every day. Employees that are emotionally stable are therefore essential to minimize the need for excessive recuperation time throughout the workday. Employee engagement ultimately rests on workers' capacity for psychological detachment through emotional stability. Additionally, emotionally stable workers may be better able to manage their personal resources to protect themselves from stressful situations and their associated costs (Albrecht and Marty, 2020). These personal resources also serve as closest antecedents of work engagement (Albrecht and Marty, a 2020).

Higher emotional stability is often associated with people putting more effort into expanding their experience and improving their level of engagement at work (Janssens et al., 2019). Emotional stability enables workers to deal with stressful situations more skillfully (David et al., 2020; Smith et al., 2017), which increases work engagement (Janssens et al., 2019). This

prevents the negative effects of job pressure that may impair performance. As a result, we propose that emotional stability shifts the indirect impacts of performance pressure between the challenge and assessment pathways.

The performance pressure will therefore be seen as a challenge rather than a threat by people with higher levels of emotional stability because this trait helps people maintain their composure in stressful situations (Alessandrie et al., 2018), which ultimately improves their level of engagement (i.e., work engagement). Since they frequently feel anxious, have low self-esteem, and are unable to manage stress effectively, employees with lower levels of emotional stability will view the performance pressure as a threat rather than a challenge (Jankovic et al., 2021), which will ultimately have an impact on their level of engagement at work.

Based on the reasoning above, such was the goal of this investigation.

H1: *The relationship between psychological detachment and employee engagement is significance.*

H2: *Psychological detachment has a significant effect on emotional stability.*

H3: *The significant relationship between psychological detachment and employee engagement is mediated by emotional stability.*

3. METHODOLOGY

Most studies needed quantitative data (in numbers) for the goal of doing research, but qualitative data (in words) was more important for greater understandings and reliable outcomes. The key technique phase is data gathering; hence research on this issue focuses mostly on primary data (firsthand information). To conduct this study, original data must be gathered. This study may have produced false

results if it had employed secondary data from any source. Since the variables in my study are of a subjective character, the proper scales must be utilized to manipulate them. It is not necessary to collect information through experiments or through observations. Typically, both quantitative and qualitative approaches are employed to collect data in research. The quantitative approach was the major focus of this work to provide reliable, generalizable results. We have to develop adequate questioners with relevant questions that meet our demands for additional analysis after operationalizing the ideas and scales. We used employee groups on Whatsapp and email to send online questionnaires to the pertinent audience.

3.1 Sampling Procedure

Data were gathered for the study using a survey technique based on a questionnaire. “A population is a distinct group of individuals, animals, or objects that can be distinguished from one another for the purposes of data gathering and analysis in statistics and other branches of mathematics”. Using an online survey created in Google Forms and distributed to employees of small- and medium-sized private sector food processing businesses in Rawalpindi and Islamabad, this study gathered

this data. We communicate with representatives of these companies over the phone or in person to explain the goals of the study and request their help in spreading and gathering surveys. Probability and non-probability are the two sorts of sampling designs. For the purpose of this investigation, convenience sampling was the primary non-probability sample approach utilized. The reason for selecting this specific approach is that it is one of the quickest, most practical, and least expensive. Members who are conveniently available are picked as subjects. By giving a table that guarantees a sound decision model, Krejcie and Morgan (1970) and Cohen (1969) significantly reduced the size decision. Table offered that broad scientific recommendation for selecting a sample size. 346 people were given questionnaires as part of the official data collection. After the survey data was cleaned, 302 valid questionnaires were chosen. This was done by identifying and eliminating responses from respondents who either did not meet the target criteria or did not thoughtfully complete the survey form, such as those who only completed a portion of the questionnaire, gave inconsistent answers, repeatedly selected the same response option, or provided nonsensical feedback in response to open-ended questions.

To prevent confusing associations, we classified demographics by gender as 1 (male) and 2 (female).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	203	67.2	67.2	67.2
	FEMALE	99	32.8	32.8	100.0
	Total	302	100.0	100.0	

Table-3.1

Table 3.1 above indicates that 32.8% of all respondents are female and 67.2% of all respondents are male. Age (years) was categorized as 1 (21–25), 2 (26–30), 3 (31–35), 4 (36–40), and 5 (41–45).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25	81	26.8	26.8	26.8
	26-30	103	34.1	34.1	60.9
	31-35	87	28.8	28.8	89.7
	36-40	15	5.0	5.0	94.7
	41-45	16	5.3	5.3	100.0
	Total	302	100.0	100.0	

Table-3.2

According to table 3.2, our respondents' average age is 34.1%, falling between the ages of 26 and 30, while their median age is 5.0%, falling between the ages of 36 and 40.

We classified the demographic variable hierarchy/position as 1 for junior, 2 for middle, and 3 for senior.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior	111	36.8	36.8	36.8
	Middle level	169	56.0	56.0	92.7
	Senior	22	7.3	7.3	100.0
	Total	302	100.0	100.0	

Table-3.3

According to table 3.3 above, in organizations 36.8% of respondents work as juniors, 56.0% as middle managers, and 7.3% as senior managers.

Measurement:

This study utilized a four-thing scale with a Cranach worth of 0.90 (Sonnetag and Fritz, 2007) to gauge psychological detachment. The things were, (1) I neglected with respect to work, (2) I didn't ponder work by any means, (3) I separated myself from my work, and (4) I got a break from the prerequisites of work. A ten-thing pessimistic affectivity scale was utilized to evaluate emotional stability (Watson et al., 1988). Having gloomy sentiments is an indication of negative affectivity (Watson and Clark, 1984). Since these two factors are every now and again utilized reciprocally, each of the inquiries on the pessimistic affectivity scale were opposite coded to quantify emotional stability (see Wihler et al., 2017). "How much

do you have this impression for the most part?" read the directions. A couple of models incorporate the accompanying: (1) I see looming debacle effectively; (2) I become scared or restless effectively; (3) I become vexed without any problem. Things were scored out of five. 0.85 Cranach's alpha. We adjusted nine inquiries from the Utrecht Work Commitment Scale (UWES; Schaufeliet al., 2006) to reflect research by Phuangthuean et al. (2018) and Soane et al. (2012) to gauge worker commitment. Things include: (1) I put a ton of exertion into my work; (2) I focus on it; (3) I give close consideration to it. We reviewed every reaction on a Likert scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree).

4. Data Analysis and Interpretations

When a test item is used repeatedly to determine a scale, reliability refers to consistently producing the same result. Alpha values over 0.7 are regarded as dependable and typical. On the

other hand, a value lower than 0.7 is thought to be less accurate at measuring the chosen collection of constructs. The values of Cranach alpha have been displayed concerning all scales employed in the data under the defined table.

Sr.	Variables	Cranach alpha	Items
1	Psychological Detachment	0.793	4
2	Emotional Stability	0.919	10
3	Employees Engagement	0.934	9

Table-4.1

The reliability analysis for the scale utilized in the study is shown in table 4.1 above. According to the findings, psychological detachment has a Cranach alpha value of 0.793, indicating a dependable and consistent level of scale reliability. The Cranach alpha score for emotional stability is 0.919, indicating a greater level of scale standard reliability. The most recent employee engagement index's Cranach

alpha score of 0.934 indicates that the index has greater than average dependability. All scales are suitable for future examination, according to the overall reliability analysis's favorable findings.

In descriptive statistics, the properties of the data are quantitatively defined and arranged in a useful manner. The sample size, minimum and maximum values, mean values, and standard deviation values of the data are replicated in

these helpful analysis findings. The sample size, least and highest esteem, mean values, and standard deviation values are all represented in this study. While standard deviation shows the variance of responses from their mean values, mean esteem refers to the average value of all replies as a whole. All factors in this study were evaluated using a 5-point Likert scale.

The table divides the descriptive data into six sections. The main section contains a few quick

details regarding the variables. The second section explains sample size. The minimum and maximum values of the information gathered have been shown in the third and fourth segments. The estimates for each of the six variables under consideration ranged from 1 to 5. In segments 5 and 6, we have presented the mean and standard deviation values for all 4 variables.

	N	Minimum	Maximum	Mean	Std. Deviation
PD	302	1.00	5.00	3.7086	.98596
ES	302	1.60	5.00	3.8265	.85420
EG	302	1.22	5.00	3.4676	.99529
Valid N (list wise)	302				

Table-4.2

Hence, table 4. The average psychological detachment is 3.7086, and the standard deviation is 0.985, according to two findings. It demonstrates that psychological detachment is a real phenomenon that affects employee performance in organizations. The average emotional stability score was 3.8265, and the standard deviation was 0.854. It demonstrates that a person is emotionally stable in relation to their work environment. Employee engagement has a mean value of 3.4676 and a standard deviation of 0.995. It implies that emotional stability has a favorable effect on employee engagement.

This study might find out about the sort of variety between two factors by utilizing

correlation analysis. Not entirely settled in the event that two factors vary all the while or not by analyzing the variety between them. The connection coefficient is determined utilizing Pearson adjustment investigation, which is ordinarily used to inspect the connection between two qualities. Solid/high connection values, notwithstanding, can arrive at levels of -1.0 to -0.5 or 1.0 to 0.5. Connection that ranges from -0.5 to -0.3 or 0.3 to 0.5 is viewed as moderate. What's more, the figure that falls inside the scope of 0.1 to 0.3 or -0.3 to -0.1 shows a powerless or unfortunate connection. There is no relationship between the factors when the value of affiliation is equivalent to 0.

		PD	ES	EG
PD	Pearson Correlation	1		
ES	Pearson Correlation	.651**	1	
	Pearson Correlation	.529**	.777**	1
EG				

** Correlation is significant at the 0.01 level (2-tailed).

Table-4.3

The amount and type of the link between the variables are depicted by the correlation values. We discovered through output table 4.3 that psychological detachment and emotional stability have a positive and substantial relationship, with $r = 0.651$ and $p = 0.01$. Employee engagement and psychological detachment have

a positive and substantial link with $r = 0.529$ and $p = 0.01$. Additionally, psychological distance has a favorable and substantial correlation ($r = 0.777$ and $p = 0.01$) with employee engagement. The findings show a favorable correlation between the independent variable (psychological detachment), mediator (emotional stability), and dependent variable (employee engagement).

Regression analysis is used to provide information about the causal connections between the elements. The outcome of the cause and effect connection was discovered using regression analysis. It expresses how much of the variance in the dependent variable is accounted for by the independent variable as well as how much of the dependent variable's change results from a change of one unit in the independent variable. To investigate the

relationship between psychological detachment and employee engagement, mediation regression analysis was done. In accordance with the suggested study, we have regressed each variable separately.

Psychological detachment and employee's engagement

R-square in our study explains that the independent variable is the cause of all variance in the dependent variable.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 ^a	.280	.278	.84596

a. Predictors: (Constant), PD

Table-4.4

As shown in Table 4.4's findings, psychological detachment produces a shift of 27.8% in employee engagement, or R-square value of 0.278.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.479	1	83.479	116.649	.000 ^b
	Residual	214.692	300	.716		
	Total	298.171	301			

a. Dependent Variable: EG

b. Predictors: (Constant), PD

Table-4.5

The above table demonstrates that there is a substantial correlation between psychological detachment and employee engagement, with a P-value of 0.000, or less than 0.05. The outcome showed that Beta value was 0.529, meaning that a change in I.V. of one unit would result in a

change in D.V. of 0.529 units. Additionally, the Beta value is positive, indicating the hypothesis 1 goal of a positive correlation between psychological detachment and employee engagement.”

Psychological detachment and emotional stability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 ^a	.424	.422	.74950

a. Predictors: (Constant), ES

Table- 4.6

The R-square result for model 1 in the aforementioned table 4.6 is 0.424, which indicates that our independent variable

(emotional stability) is responsible for a 42.4% change in the dependent variable (psychological detachment).

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.081	1	124.081	220.882	.000 ^b
	Residual	168.526	300	.562		
	Total	292.608	301			

a. Dependent Variable: PD

b. Predictors: (Constant), ES

Table-4.7

As seen in the above table, model 1 has a p-value of 0.000, which is less than 0.05.

Accordingly, we may conclude that psychological detachment and emotional stability are significantly correlated.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.832	.198		4.199	.000
	ES	.752	.051	.651	14.862	.000

a. Dependent Variable: PD

Table-4.8

The above table demonstrates that, according to Model 1, Beta values are positive, indicating that psychological detachment and emotional stability have positive associations as intended by Hypothesis 2.

emotional stability. The association between psychological detachment and employee engagement is favorably mediated by emotional stability. Results show an R-square value of 42.4%, which indicates that psychological detachment causes fluctuations in emotional stability. Because of psychological detachment, there is a variance of 60.3% in employee engagement, according to studies. P-value is less than 0.05, demonstrating the significance of these correlations.

Mediation Analysis:

We conduct a mediation study to test hypothesis 3, which states that the substantial association between psychological detachment and employee engagement was mediated by

Total effect of X on Y						
	Effect	se	t	p	LLCI	ULCI
	.9048	.0424	21.3457	.0000	.8214	.9882

Table-4.9

Total effect in table 4.9 above illustrates how psychological detachment affects employee engagement. With a strong p value of 0.000, the overall effect of digital leadership on employee engagement is .9048. It shows that psychological

detachment accounts for 90% of the variation in employee engagement. The bootstrap's lower and upper limits are .8214 and .9882, respectively, and zero is not present in the interim with 95% confidence.

Direct effect of X on Y						
	Effect	se	t	p	LLCI	ULCI
	.8739	.0559	15.6390	.0000	.7639	.9838

Table-4.10

Table 4.10 of the direct effect results shows the impact of psychological detachment on employee engagement and the role that emotional stability plays in mitigating this effect. As a result, we discovered that the

outcome with mediation was 87% with a significant p value (p = 0.000). Finally, we gather the data and disclose the variation in employee involvement, which is 87% when there is emotional stability.

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
ES	.3090	.0403	.1463	.2126

Table-4.11

Table 4.11's indirect impact, which shows that emotional stability mediates the link between psychological detachment and employee engagement, illustrates the presence of mediation. Given that the bottom and higher limits are individually .1463 and .2126, the bootstrap values are able to forecast the

outcomes that are significant. The H3 is acknowledged as a result of the results, which show that emotional stability mediates the link between psychological detachment and employee engagement.

5. Discussion and Conclusion

By emphasizing that “psychologically detached individuals with more emotional stability are capable of employee engagement, this study significantly contributes to the literature on psychological detachment and employee engagement. In the end, people who are more emotionally stable are more engaged at work. The primary emphasis of this study is the aggravation of psychological detachment's beneficial effects on emotional stability, which in turn promotes employee engagement. We discovered that psychological disengagement has an impact on employees' involvement both directly and through emotional stability. The findings suggest that psychologically detached professionals who are emotionally secure exhibit higher levels of workplace engagement. Table 4.5 above demonstrates that there is a strong correlation between psychological detachment and employee engagement, with a P-value of 0.000, or less than 0.05. The outcome showed that Beta value was 0.529, meaning that a change in I.V. of one unit would result in a change in D.V. of 0.529 units. Additionally, the Beta value is positive, indicating the hypothesis 1 goal of a positive correlation between psychological detachment and employee engagement.

The R-square result for model 1 in the aforementioned table 4.6 is 0.424, which indicates that our independent variable (emotional stability) is responsible for a 42.4%

5.1 Study Implications

First, it gives empirical support for the expansions of the self-determination theory (Deco and Ryan, 1985) and demonstrates personal recourse capacity (i.e., emotions) as a factor in employee engagement, which is both major and particular implications for theory offered by this study. Second, the current study is the first attempt to offer empirical evidence for the direct correlation between psychological detachment and employees' participation with the mediating function of emotional stability. Additionally, this study offers empirical evidence for the aforementioned hypothesis by showing that psychological detachment and emotional stability have a direct impact on employees' involvement. Third, the study has extra value since it validates psychological

change in the dependent variable (psychological detachment). The data in Table 4.8 above demonstrate that Beta values in Model 1 are positive, demonstrating the intended link between psychological detachment and emotional stability. We conduct a mediation study to test hypothesis 3, which states that the substantial association between psychological detachment and employee engagement was mediated by emotional stability. The association between psychological detachment and employee engagement is favorably mediated by emotional stability. Results show an R-square value of 42.4%, which indicates that psychological detachment causes fluctuations in emotional stability. Because of psychological detachment, there is a variance of 60.3% in employee engagement, according to studies. P-value is less than 0.05, demonstrating the significance of these correlations.

Table 4.11's indirect impact, which shows that emotional stability mediates the link between psychological detachment and employee engagement, illustrates the presence of mediation. Given that the bottom and higher limits are individually .1463 and .2126, the bootstrap values are able to forecast the outcomes that are significant. The H3 is acknowledged as a result of the results, which show that emotional stability mediates the link between psychological detachment and employee engagement.

detachment, emotional stability, and employee involvement in the setting of small- and medium-sized food processing businesses in Pakistan.

The findings presented a range of implications for businesses engaged in food processing. This study is the first to show a link between psychological detachment and emotional stability and employee engagement. Our research aims to show that practicing caring relationships, helping people rediscover their basic beliefs, and updating self-worth or self-esteem may all help employees feel more psychologically linked. Organizations may develop rules that make workers available to assist them disconnect from work. This study highlights the value of employees' engagement,

which is psychologically detached from work and emotionally stable.

5.2 Study Limitations:

The study's shortcomings will serve as a roadmap for future research. We are only able to see how psychological detachment has an impact on employee engagement; however, the psychological process may be further clarified by including a sequential mediator through emotional stability in the proposed model. These demographic factors could be taken into account in next research. The heterogeneous sample has been employed for more accurate statistical analysis, however further study on certain sectors and other organizations is required before generalizing the results in order to judge the model's applicability. With regard to culture, there is a high likelihood of reciprocity among the factors.

In order to better understand how boundary constraints affect the causal link between employees' psychological detachment, emotional stability, and engagement at the individual or organizational level, study is needed. So it is possible to undertake experimental as well as longitudinal investigations on existing casualties, which may even offer crucial intuitions regarding the complex dynamics existent among the variables looked at in the research.

Credit authorship contribution statement

Usman Nasir: Conceptualization, Writing Data curation, Methodology. *Umer Farooq*: Data curation, Supervision, review & editing. *Atif Butt*: Investigation, Visualization. *Raffiullah*: Software, Validation.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Data availability

Data will be available on request.

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