

How Supervisor Emotional Exhaustion Impacts Goal-Focused Leader Behavior with the Roles of Bottom-Line Mentality of Supervisors and Obsessive Passion

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ABSTRACT

Keywords:

*Emotional Exhaustion;
Supervisor's Bottom-
line Mentality;
Supervisor Goal-
Focused leader
behavior; Obsessive
Passion; Conservation
of Resource theory.*

Goal-focused leadership is essential to attain the organizational goals in any industry. Banking sector's importance for economic well being is multifaceted in Pakistan. Therefore, in this study it is examined that how emotional exhaustion affects productivity at work for the achievement of organizational goals in banking sector of Punjab. In particular, we suggest supervisor Bottom-line Mentality have mediating connection between supervisor Emotional Exhaustion and Goal-focused leader behavior. It is also examined the moderating role of supervisor Obsessive Passion on the relationship of Emotional Exhaustion and Bottom-line Mentality of supervisors. In order to broaden the literature on the relationship between study's variables we use Conservation of Resource theory to explain and establish the relationship between latent variables. To investigate the connection between these variables, front-line managers of Punjab, Pakistan's banking industry is selected to gather data. We used SPSS version 27 and Smart-PLS (v 4.0.9.0) to analyze the data and find the variables' impact using SEM analysis. The proposed theoretical model is tested through Smart-PLS (v 4.0.9.0). The study analyzed 410 valid research questionnaires with a response rate of 91% through PLS-SEM to assess the relationship of variables of theoretical model. In this research study all hypothesis is supported and have theoretical and as well as practical implications for service industries.

INTRODUCTION

In the business world, particularly in the banking sector, there is a high degree of competition, resulting in a lot of complexity and increased workload, which over time has led to many employees working too much (Ranjan, 2025). In an effort to stay on top of global trends and to gain competitive advantage over rivals, organizations have treated their employees as if they were machines and neglected the uniqueness of each employee, which is what the organization must nurture to bring out its best as the key outcome (Petitta & Ghezzi, 2025).

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Depersonalization, diminishing personal accomplishment, and emotional exhaustion are the three interconnected components of burnout, notably, Maslach's (1982) and Maslach and Jackson's (1985) three-component conceptualization of burnout has served as the foundation for the majority of research on emotional exhaustion. Since Emotional Exhaustion is the dimension of burnout that tends to have the strongest relationship with outcome variables and best encapsulates its essence, researchers have frequently concentrated on it rather than its depersonalization or diminished personal accomplishment dimensions (Ju & Hyun, 2025). The conservation of resources (COR) theory developed by Hobfoll (1988, 1989) has generally been used by academics to explain how emotional depletion affects performance at work. Scholars have usually maintained, based on COR theory, that employees are likely to place an excessive amount of emphasis on conserving existing resources and preventing future resource loss when job demands exceed available resources (Halbesleben et al., 2014). In particular, by demonstrating the connection between goal-focused leader behavior and supervisor emotional weariness, we hope to expand on this body of literature and address this research call. Since immediate supervisors are usually viewed by employees as the primary representatives of the organization, we focused on Bottom-line Mentality of supervisor as a mediator (Rice & Reed, 2022).

Furthermore, direct or front-line supervisors are seen as important players who can influence the performance of the organization and as being essential to their subordinates' development (M. Q. Zia et al., 2025). As Emotional Exhaustion often leads to negative attitude, Bottom-line mentality is well suited for integration into COR research because it has been characterized as a dysfunctional attitude (Greenbaum et al., 2012). Additionally, very few researchers have looked at the times when there is a stronger or weaker correlation between emotional weariness and performance at work. By looking at the moderating effect of supervisor conscientiousness, we then hope to further expand on this specific body of work.

A person develops a passion for a particular enjoyable activity when he or she internalizes it into their identity as suggested by (Vallerand et al., 2003). According to Vallerand et al. (2003), enthusiasm is a strong feeling toward a self-significant action that an individual enjoys, that he or she values (and thus finds important), and for which he or she devotes a substantial time and effort. A person with obsessive passion may involve negative feelings towards engagement in

a passion activity has been finished due to the internal urge that forces him or her to engage in the activity even when one should not (e.g., guilt for engaging in the activity when one should not have done so) (Peethambaran & Naim, 2025). As a result of a BLM at your organization, you place a great deal of highlighting on outstanding objectives like profits, output, execution, that are important to you. OP could lead to achievement in workplaces with a Bottom-line Mentality of supervisor if people hold that passion (S. Zia & Ahmad, 2023).

Therefore, it is hypothesized that Obsessive Passion moderates on the relationship of Emotional Exhaustion and Bottom-line Mentality of the supervisor. It has been shown that obsessive passion results in variance between passionate activity and the other areas causes fixed engagement and determination as a result of the obsession (Thomson, 2025). A variety of valuable experiences are utilized by employees in order to improve their performance in the workplace according to the theory of conservation of resources (Dorta-Afonso et al., 2025). As a result of having a job passion, workers can be more able to devote themselves to the challenging tasks at hand, as a result of this positive obsessive passion, employees are able to expand and develop their intellectual abilities to execute their routine work (Moazzam & Malik, 2025).

Pakistan is an under developed country, therefore, Pakistan has limited mental health resources. In Pakistani context COR Theory can guide to focused on conservation of resources and acquisition to mitigate the effect of stress and trauma (Junaid et al., 2021). Pakistan is facing economic challenges; COR theory can help how organizations cope with financial issues to make employees more focused towards achievements of organizational goals (Ahmed & Ramzan, 2013). COR theory is used to support the theoretical model to check the impact of job-related stress in achievement of organizational goals with mediating role Bottom-line Mentality of supervisor.

Banking is fastest-growing business sectors in Pakistan. The performance of Pakistan's banking sector is graded second among Asian countries, according to a World Bank study (Khachikyan et al., 2025). Every day, there is an increase in competition in the banking sector. Changing monetary policies and a high pressure on the Pakistani economy has increased the importance and challenges of this sector. The need for effective leadership in banks is further exacerbated

by long work hours, stress, a lack of commitment from employees, dissatisfaction at work, and high turnover (Goyal, 2023).

To survive in business activities for the long term, organizations need employees who consume extraordinary efforts. In the context of Pakistan, one of the emerging concepts of study is toxic leadership (Haider & Yean, 2023). Impacts of destructive leadership on individual level outcomes has been more studied in the banking sector of Pakistan (Zafar & Muhammad, 2022). Bottom-line Mentality is depicted as "lacking a multifaceted view of competing priorities in regards of safeguarding bottom-line outcomes" as explored by (Greenbaum et al., 2012). The role of the banking sector has importance for the economy, it is possible for banks to gain the confidence of the general public by improving their performance (Awwad & Qtaishat, 2023). Greenbaum, Mawritz, and Eissa (2012) define "bottom line" as a measure of profitability within an organization by (Wolfe, 1988). As a result of competitive business conditions, leaders consistently prioritize bottom-line results (Zia et al., 2023). Often, supervisors focus on BLM as a means of motivating their employees (Yukl, 2013). In order to achieve the organization's financial success, may inspire personnel to achieve satisfaction of customer regarding ratings, generate a particular extent of bonus (Babalola et al., 2022). Setting realistic goals and deadlines and providing resources and provision to help employees to attain their organizational goals, developing leadership skills, such as empathy to help leaders manage stress and lead effectively. Leaders can reduce stress by open communication in working environment to achieve organizational goals (Sokolic et al., 2024).

Statement of Problems

Banking competition is increasing every day. Pakistan's economy is under high pressure due to changing monetary policies and high inflation, this sector is becoming increasingly important and challenging (Iqbal et al., 2025). Furthermore, banks require effective leadership due to stress, lengthy work hours, and a lack of dedication on the part of their employees, dissatisfaction with their jobs, and high turnover (Jamil et al., 2025). It is imperative that the top management of banks understand the problems and devise strategies to keep their employees satisfied, motivated, and engaged so that they can maintain growth and achieve higher goals. To put it another way, leadership is needed so that it can effectively and efficiently

accomplish organizational goals. Motivating employees to strive for higher goals is one of the core competencies of leaders (Heiss, 2023).

Strong-growing sector of Pakistan is banking sector Asrar-ul-Haq and Kuchinke, (2016), the psychological distress among banking professionals has increased drastically over the last decade (Asrar et al., 2020; Giorgi et al., 2017). It affects their work performance that leads to revenue (objectives, goals). There may be different reasons for this alarming change, but unsupportive leadership is considered one of the main factors (Asrar-ul-Haq & Anjum, 2020). Task-oriented leadership behaviors is the key problem is that many various titles have been used to classify, for example, task orientation can be referred to achievement of organizational goal or goal emphasizing (Bowers & Seashore, 1966) or initiating structure by Hemphill, (1950) elaborated by (Pillay, 2022). In the banking sector of Punjab, Pakistan, there has been a need for a continuous change in management strategies, administration, and employee performance (Khan & Ahmad, 2024).

Prior researchers mention that “Future researchers can use variables for moderation to explore the relationship of Bottom-line Mentality of supervisors” (Zia et Al., 2023). According to Rice and Reed, (2023) there is need to check the impact of antecedents of Bottom-line mentality of supervisors. According to our study, supervisors' bottom-line mentality can increase the goals achievement objectives of supervisors, they will eligible to achieve certain goals and objectives, which will positively affect their personal performance, managers will attempt to increase performance when leaders have bottom line mentality (Rice & Reed, 2022b). This study will be very helpful for banks and service industry. Small Medium Enterprises (SMEs) are one of the largest contributors to global GDP, employment, and global development in emerging economies, especially in developing countries according to World Bank, 2020 (Zia et al., 2024).

Objectives of study

In this study, the relationship between Emotional Exhaustion and Goal-focused leaders' behavior through mediating role of Bottom-line Mentality of supervisors is examined to extend the literature on Conservation of Resource Theory (COR). This study also explores how moderating role of Obsessive passion of supervisors impacts the relationship of Emotional Exhaustion and Bottom-line Mentality of supervisors. All the public and commercial banks of www.ijbmsarchive.com

Punjab is the population size of this research. These are the research objectives related to this research study is based on the research problem.

1. An investigation of the effect of Emotional Exhaustion on Bottom-line Mentality of supervisor is needed.
2. Identify the effect of Bottom-line Mentality of supervisor on Goal-focused leader behavior is needed.
3. Identify the effect of Emotional Exhaustion on Goal-focused leader behavior is needed.
4. An investigation of the effect of Emotional Exhaustion on Goal-focused leader behavior through mediating role of Bottom-line Mentality of supervisors is needed.
5. Identify the effect of Obsessive passion on relationship of Emotional Exhaustion and Bottom-line Mentality of supervisors.

Research questions

RQ1. What is the impact of Emotional Exhaustion on Bottom-line Mentality of supervisors?

RQ2. What is the impact of Bottom-line Mentality of supervisors on Goal-focused leader behavior?

RQ3. What is the impact of Emotional Exhaustion on Goal-focused leader behavior?

RQ4. What is the impact of Emotional Exhaustion on Goal-focused leader behavior through mediating role of Bottom-line Mentality of supervisors?

RQ5. What is the impact of Obsessive passion on the relationship of Emotional Exhaustion and Bottom-line Mentality of supervisors?

Hypotheses Development

Conservation of Resource theory (COR theory)

Conservation of Resources theory (COR) describes how individuals strive to protect, preserve, and acquire current and future resources (Halbesleben et al., 2014). It might be valuable to one person to spend time with family, but it might not be valuable to another, or it can be possible it may even exist perceived as an alarming situation resource other than this one, an abusive relationship can affect one's self-esteem (S. Zia et al., 2023). As a first principle, individuals lose resources more psychologically than they gain them when they gain them back, which is called the primacy of resource loss. In addition to being well-established in psychology of

cognition (Halbesleben et al., 2014b), loss salience as well as been applied to “organizational psychology” (Zhan et al., 2025).

Emotional Exhaustion and Bottom-line Mentality of supervisors

Burnout is a construct that has been extensively researched across a wide range of disciplines. There are three dimensions of burnout, which are first measurement is emotional exhaustion, second measurement is depersonalization, and last and third measurement is personal accomplishment as described by Maslach and Jackson,(1981) (Felix, 2025). Emotional exhaustion has predominant construct. Because salespeople play a unique boundary-spanning role within organizations, they play a unique role. As a result, it is common for supervisors to be subjected to a high level of stress as a result of managing customer relationships and achieving organizational goals in banking sector (Kim et al., 2024). Additionally, in the absence of motivation and accomplishment, one may feel depersonalized and are predicted to contribute to Emotional Exhaustion. Organizational performance pressure and Bottom-Line Mentality of supervisors further increase decisions made with excessive vigilance (Greenbaum et al., 2023). The understanding of this relationship can assist managers in understanding how a person stressed psychologically at the workplace. Workplace burnout and (or) deviant behavior may result from the employee's wearing down. According to Conservation of Resource theory, employees who have been Emotional Exhaustion will carefully select the right replacements and how they use the resources they have left (Gattshall et al., 2025). It could therefore explain how Emotional Exhaustion and Bottom-Line Mentality of supervisors are related using COR. Together, this suggests that Bottom-Line Mentality of supervisors and Emotional Exhaustion are significantly correlated and Emotional Exhaustion increase the Bottom-line mentality of supervisors in front-line managers.

Hypothesis 1: *Emotional Exhaustion is significantly related to Bottom-line mentality of supervisors.*

Bottom-line Mentality of supervisors and Goal-Focused Leader Behavior

When high Bottom-Line Mentality of supervisors offers negative offerings in the arrangement of desertion or self-interest, employees should be prone to reciprocate by withholding as far as supervisors are concerned, performance on task is what they are most interested in, and this is what employees are most in control of, as their own negative offerings. Existing research www.ijbmsarchive.com

indicates that dependents in destructive interchange relationships, or relationships portrayed by self-self-absorption, perform worse than their peers in exchange relationships that are of higher quality (Quade et al., 2020). Additionally, it has been argued that subordinate's better performance could be withdrawn or withheld if the employee withdraws or withholds in these situations (Farh et al., 1990). In addition to assuring that the requirements of the work are met or exceeded, employees should show the value of their effort or seek to improve productivity (Siwy et al., 2025).

Supervisors with relatively high Bottom-Line Mentality of supervisors discernible to employees the implication of task performance (Zhang et al., 2024). Our contention is that by doing so, they create low-quality exchange associations with their employees. High Bottom-Line Mentality of supervisors wants employees to perform their tasks consistently. However, employees can't control their own performance directly (Greenbaum et al., 2023). A growing body of evidence indicates that Bottom-Line Mentality of supervisors is often detrimental (Quade et al., 2020). As a result, it is considered that less oriented toward goals behavior to be a drawback of job stress instead of a consequence of Bottom-Line Mentality of supervisors. Bottom-Line Mentality of supervisors encourages employees to bring superior financial organizational outcomes (Babalola et al., 2023). To maintain the relationship between employees and organizations, employees underwent increasing performance pressures (Patnaik et al., 2023). Associating performance with critical consequences would encourage Bottom-Line Mentality of supervisors to increase employees' performance pressure by associating performance with bottom-line success. To their subordinates, this constant leadership emphasizes the emphasis of achieving bottom-line goals (Quade et al., 2020). Consequently, employees are prompted to follow their Bottom-Line Mentality of supervisors as a trickle-down effect (Greenbaum et al., 2012). The supervisors who do not work sufficiently achievement of the required results are non-conformists (a person who does not behave the way most people behave), a hindrance, who should be prepared for deprecatory treatment as depicted Taufik, Muhammad, and Nugraheni, (2023) and likely to be uncomfortable about their obligation to meet their manager's bottom line (S. Zia & Ahmad, 2023). Consequently, Bottom-Line Mentality of supervisors creates the perfect environment for subordinates to develop performance pressure. This leads to the following hypothesis:

Hypothesis 2: *Bottom-Line Mentality of supervisors is significantly related to Goal-focused leader behavior.*

Emotional Exhaustion and Goal-focused leader behavior

The Conservation of Resource theory explains the connection between goal-focused leader behavior and supervisor emotional depletion (Hobfoll, 1989). There is a significant negative consequence of Emotional Exhaustion on job concern, and if Emotional Exhaustion is reduced, work performance will improve. Aside from work performance, organizational climate has a direct as well as indirect progressive effect on employees' performance, including a significant impact on burnout (Zia et al., 2022). The COR theory (Hobfoll, 1989) states that people lose their emotional, mental and physical resources when they get emotionally exhausted. The idea that emotional tiredness has a negative effect on workplace performance is one of the most well-established claims of COR theory (Lam, Huang, & Janssen, 2010; Maslach & Leiter, 2016; Taris, 2006; Wright & Cropanzano, 1998).

According to Maslach and Jackson (1985), burnout has three components. Burnout can be divided into three components: emotional exhaustion, depersonalization, and diminished personal accomplishment (Hassan et al., 2023). Despite having a wide range of responsibilities, supervisors are mostly evaluated on precise, objective, and observable short-term results, such as market, financial, and accounting criteria of organizational performance (Piccolo, Greenbaum, & Eissa, 2012). Since Emotional Exhaustion has the strongest association with conclusions and helps define burnout in its purest form, it has been expected that more of the research will focus on this dimension (Brickerson, 2023). When leaders are more focused on achievement of organizational goals and clear boundaries and wellbeing then they can be more focused. As a result, Emotional Exhaustion and Goal-focused leadership behavior will exhibit a positive relationship.

Hypothesis 3: *Emotional Exhaustion is significantly related to Goal-focused leader behavior.*

Emotional Exhaustion on Goal-focused Leader Behavior through mediating role of Bottom-Line Mentality of supervisors

Bottom-Line Mentality of supervisors usually results in negative outcomes, according to an increasing amount of Bottom-Line Mentality of supervisors research (Quade et al., 2020). We then present a possible disadvantage of Bottom-Line Mentality of supervisors: a reduction in www.ijbmsarchive.com

goal-focused leader behavior. Therefore, our model's back end investigates the connection between Goal-focused leadership behavior and Bottom-Line Mentality of supervisors. In order to ensure the successful implementation of organizational initiatives, we argue that goal-focused leader behavior necessitates a certain amount of dedication and that supervisors must spend time with their subordinates, put differently, "goal-focused leader behaviour contributes to their reservoir of resources for many subordinates" (Armstrong, 2025).

As mentioned earlier Bottom-Line Mentality of supervisors is described as one-dimensional thinking that revolves around securing bottom-line outcomes to the neglect of competing priorities and objectives (Greenbaum et al., 2012). Subsequently, individuals with Bottom-Line Mentality of supervisors approach their work with a winner takes all mentality (Callahan, 2004). Furthermore, these individuals tend to believe that whoever contributes most to the bottomline is the winner, thus destroying the notion that everyone is in this together (Zia et al., 2024).

Financial results-driven, one-dimensional thinking are just a step away from wanting others to fail to actively assisting them in failing by sabotaging their efforts, hiding information, or making them appear unfavorable, according to Wolfe, (1988) (Moazzam & Malik, 2025). The disadvantages of Bottom-Line Mentality of supervisors have been demonstrated by substantial empirical data from earlier studies (Eissa et al., 2019; Greenbaum et al., 2012; Mesdaghinia et al., 2018; Quade et al., 2020). The research conducted by Quade et al. (2020) is very significant to our study.

These researchers showed that employee performance is negatively impacted by Bottom-Line Mentality of supervisors. Furthermore, Greenbaum et al. (2012) found a positive correlation between Bottom-Line Mentality of supervisors and social undermining and a negative correlation between Bottom-Line Mentality of supervisors and employee performance. Additionally, Eissa et al. (2019) demonstrated that Bottom-Line Mentality of supervisors prevents assisting colleagues (Zia et al., 2024). When combined, this shows that one may see the success of subordinates as a challenge to conquer in order to achieve their own financial success. Therefore, we anticipate that managers with high Bottom-Line Mentality of supervisors will increase their subordinates' performance because supervisors are overly focused on achieving the specific goals and outcomes by having high capacity to convert

organizational strategies into goals and plans that their staff can comprehend. Additionally, it is suggested that the association between Emotional Exhaustion and Goal-focused leader behavior of supervisor is mediated by Bottom-Line Mentality of supervisors.

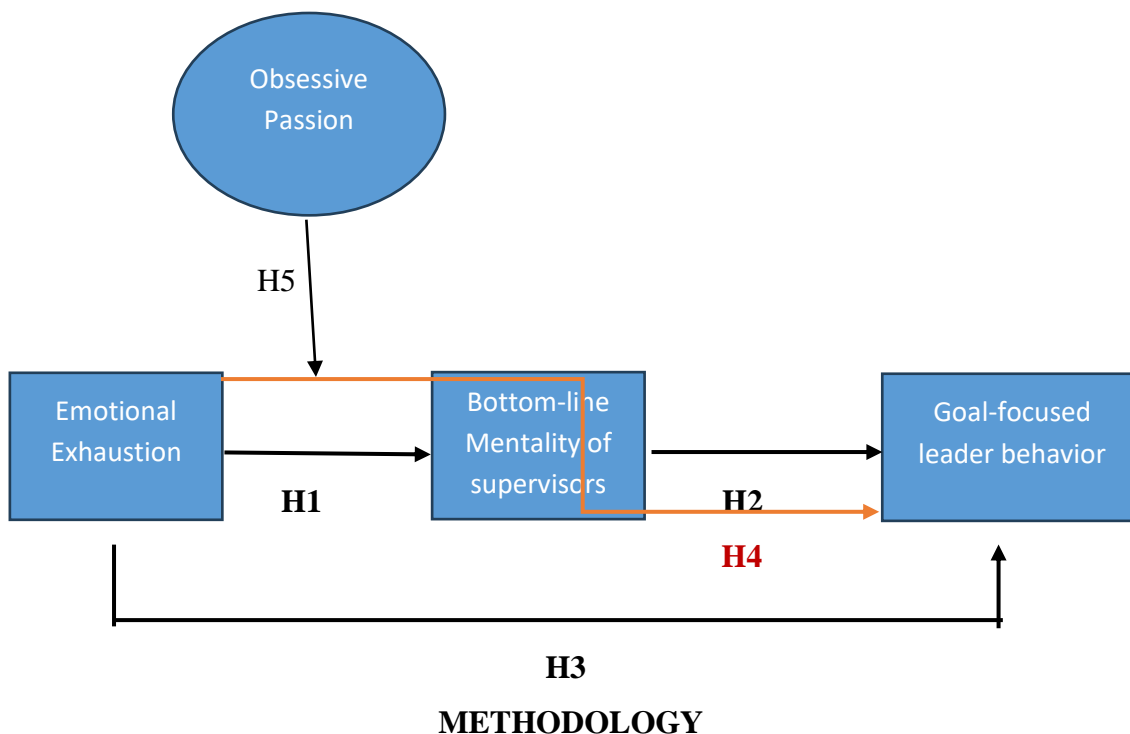
Hypothesis 4: *Bottom-Line Mentality of supervisors mediates the relationship between supervisor Emotional Exhaustion and Goal-focused leader behavior.*

Moderating Effect of Obsessive Passion on the Relation of Emotional Exhaustion and Bottom-Line Mentality of Leaders

Obsessive passion refers to the process of internalizing an activity as part of one's own identity, and controlling how one integrates the activity into one's life (Zito et al., 2022). As a passionate activity, the individual enjoys it, but as a result of intrinsic forces and associations that control it, it would seem as though internal force (Carlos et al., 2025). A variety of valuable experiences are utilized by employees in order to improve their performance in the workplace according to the theory of conservation of resources (Hobfoll & Shirom, 2000). As a result of having a job passion, workers can be more able to devote themselves to the challenging tasks at hand (Mishra & Mishra, 2025). As a result of this positive energy, employees are able to expand and develop their intellectual abilities to execute their routine work, the association of obsessive passion and stream involvements has been found to be positive and to have a positive relation with Emotional Exhaustion in a number of studies (Sousa & Ferro, 2025). To maintain a Bottom-line Mentality of supervisors in place is therefore to take a simplistic approach to thinking, one that places the performance of a single goal above everything else in order to prove its existence in the first place (Wolfe, 1988). BLM is associated with social weakening, a method that includes deliberately impeding the accomplishment of employees (Greenbaum et al., 2012). Employees employed for high Bottom-line Mentality of supervisors feel harmful regarding themselves following disreputable behavior contrasted to those employed for low Bottom-line Mentality of supervisors (Ahmed & Zhang, 2025). If people have obsessive passion is beneficial for success in the working environment with a Bottom-line Mentality of supervisors.

Hypothesis 5: *Obsessive passion significantly moderates the relationship between Emotional Exhaustion and Bottom-line Mentality of supervisors.*

Figure.1: Hypothesized model



Research design and approach

Considering the study's purpose, the quantitative paradigm is selected, and from a philosophical perspective. Positivist philosophical approach is chosen as this study inspects the hypotheses of research that proposed in this study. When relationships need to be quantified, a positivist perspective is appropriate. Since the reality is observable the positivist philosophy is closest to natural scientific inquiry (Saunders et al., 2009).

Data collection and sampling strategy

Non-probability sampling is a method for meeting the study's objectives. Non-probability sampling can be a good choice for unexplained population (K. Khalid et al., 2012). In this research study, the data is acquired using a one-shot method. Data is gathered from front line managers of banks (public and commercial) of Punjab district of Pakistan from personally administrated and electronic administrated questionnaire.

A recent study reported that the average sample size of data should exceed 207 defined by (Hair et al., 2012). An investigation's population mentions the whole set of people, things, and events that pertain to the research subject. Basically, the current study is focused on all banks in the Punjab, Pakistan. Due to resource and time constraints, it hasn't been possible to examine the entire population for this study. In the initial stage we distributed 450 questionnaires, and the response rate was 91% because of personally administration of data collection. We got 420 questionnaires filled by respondents of age group of 25 to 56. Some values were missing in some questionnaires. In the final we got 410 questionnaires with full response.

Table.1 Instrument for Measurement:

<i>Variables</i>	<i>No of Items</i>	<i>Authors</i>	<i>Cronbach's Alpha value</i>
EE	9 items	(Maslach et al., 1996)	0.90
BLM	4 items	(Greenbaum et al., 2012)	0.89
GFLB	5 items	(Colbert & Witt., 2009)	0.92
Obsessive Passion	10 items	(Vallerand et al., 2003)	0.86

Supervisors used the nine-item Maslach, Jackson, and Leiter (1996) scale to measure their own emotional exhaustion, "I feel like I'm at the end of my rope" and "I feel burned out from my work" were examples, 0.90 was the Cronbach alpha. In this research study COR theory is used as the foundation for the latent variables. Our relationships of interest can be impacted by these variables, according to prior research. As an example, a longer organizational tenure is associated with higher levels of leadership phenomenon (Carmeli & Sheaffer, 2009; Perry et al., 2010). In addition, industry can affect supervisor BLM research (Wolfe, 1988) and emotional exhaustion which leads to stress (Rice & Reed, 2022).

Supervisor bottom-line mentality was measured using by Greenbaum et al., (2012) four-item scale. Example items are "My supervisor is solely concerned about meeting the bottom line" and "My supervisor cares more about profits than his/her employees' well-being" (1= "strongly disagree" to 5= "strongly agree"; Cronbach's $\alpha=0.89$, CR=0.89). Employees rated their respective supervisor's demonstration of goal-focused leader behavior is measured using Colbert and Witt's (2009) five-item scale. Here are some sample statements "My supervisor provides directions and defines priorities" and "My supervisor clarifies specific roles and responsibilities." With the Cronbach alpha value of the construct of 0.92. Obsessive passion

was measured by Vallerand et al., (2003) ten item scale (1= “strongly disagree” to 5= “strongly agree”; Cronbach’s $\alpha=0.86$, CR=0.86).

ANALYSIS

Descriptive Statistics

Research questionnaires were collected from 420 banking sector employees in Punjab, Pakistan, for the study. The most prevalent problem for reliable as well as valid results, in addition to values that are out-of-range, is missing values (Dong et al., 2019). Less statistical power and can result in biased assessments that is a dataset which have missing data defined by (Kang, 2013). Four hundred and fifty questionnaires were spread, and after collection of data 10 questionnaires were with missing values out of 420, and 410 questionnaires had full response. We find 217 were male participants while 193 questionnaires were attempted by female after evaluation of data. The data demonstrations are 52.9% of male and 47.1 percent of female respondents at the bank. Concerning education, the data shows supervisors having bachelor’s degree 9.5% of respondents and 37.6% respondents having master’s degree and 45.9% are having MS/MPhil degree while only 1.2% were postgraduate. 5.9% respondents having other diploma degree graduates’ degree. One possible reason for this can be technological advancement and the job shifts which requires skill-based occupations more than degree-oriented jobs. As the research was aimed in measuring bottom-line mentality in supervisors that can be dysfunctional for the achievement of organizational goals. Regarding first line manager and middle manager tenure with profile, 17.9% of the respondents possess more 1-5 years in one company. According to the study 43.3% of the respondents work with their supervisors from 6 to 10 year. This research study ensures that 38.7% front line managers have spent a reasonable time with their middle managers and the study can truly demonstrate the employee tenure with their supervisors and have experiences about achievement of organizational goals. Following is the demographic assessment by respondents:

Table.2 Demographic Assessment

DV	Category of respondents	Number Count	Percentage Count(%)
Gender	Male	217	52.9
	Female	193	47.1
Age	25-35	107	26.1
	36-45	132	32.2
	46-55	171	41.7
	Total	410	100
Education level	Bachelor's degree	39	9.5
	Master's degree	154	37.6
	MS/M Phil	188	45.9
	Postgraduate	5	1.2
	Others	24	5.9

Analysis strategy

Distribution of data is crucial when analyzing multivariate data, (Hair et al., 2019). According to Hair et al. (2017) PLS-SEM is also valid in case of abnormally distributed data (Aburumman et al., 2023). In case of normal distribution of data Skewness and kurtosis were used to determine. Threshold values given by Tabachnick and Fidell (2007) are 2 for skewness as well as kurtosis; and Stevens (2002) gives thresholds 2 for skewness and 7 for kurtosis respectively. Inter correlations between the latent variables and dependent variables is determined by the degree of multicollinearity which represents high multicollinearity value results in unreliable estimates (Hair et al., 2009). Indication of multicollinearity is measured by value calculating by variance inflation factor (VIF). The VIF (variance inflation factor) has threshold value that is less than 5 and the p value is less than 0.05 to avoid multicollinearity issues. Consequently, in this research, all values were under 5 with supervisor goal focused leader behavior (2.961) being the highest and Emotional Exhaustion (1.647) being the lowest.

Table.3. Multicollinearity inter-correlations

	VIF
EE1	1.647
EE2	2.049
EE3	2.135
EE4	2.035
EE5	2.276

EE6	2.219
EE7	2.292
EE8	2.163
EE9	2.178
EE10	1.937
BLM1	1.823
BLM2	1.839
BLM3	2.067
BLM4	1.809
GFLB1	2.355
GFLB2	2.080
GFLB3	2.442
GFLB4	2.466
GFLB5	2.961
OP1	2.443
OP2	2.439
OP3	2.328
OP4	2.447
OP5	2.850
OP6	2.011
OP7	2.866
OP8	2.807
OP9	2.655
OP10	2.843

Structural Equation Modelling (PLS-SEM)

Analysis of suggested theoretical model using the “Partial Least Square Structural Equation Model” (PLS-SEM) is the important part of this research study that is followed by (Hair et al., 2017). The research models are grounded on PLS which has authoritative predictive abilities.

Heterotrait-monotrait ratio (HTMT) Discriminant validity

Regarding the value of HTMT it is the general rule that all the values should be less than 0.85. It has also been explored by Gold et al. (2001) and Teo et al. (2007) that a similar cut-off value could be used to determine whether heterotrait-monotrait correlations (HTMT) should be below 0.85. When the value is higher than 0.90, it means that the relationship does not demonstrate discriminative validity. There should also be no value of "1" in the confidence interval for HTMT in order to ensure that there is no misinterpretation of the results.

Heterotrait-monotrait (HTMT) has a great importance for evaluation of cross-loadings and Fornell Larcker in Monte Carlo simulations as defines by (Henseler et al., 2015). To assess

discriminant validity the best recommendation is made to use HTMT inference in PLS path modelling. The threshold value of HTMT inference is respectively of 0.85 and 0.90 as described by (Roemer et al., 2021). As shown in table 4, all HTMT values that are shown in the table are acceptable according to threshold and show a good result of discriminant validity.

Table.4 - Heterotrait-monotrait ratio (HTMT)

	BLM	EE	GFLB	OP
BLM				
EE	0.367			
GFLB	0.404	0.406		
OP	0.254	0.423	0.543	
OP x EE	0.375	0.629	0.454	0.552

Construct reliability and validity

As depicted by Blumberg et al., (2014) validity is whether an instrument calculate what it claims to measure. Reliability is the measurement of data that produces consistent results which also have equal values consistently. With the aim of test the reliability of the measurement model the reliability tests is conducted (S. Zia & Ahmad, 2023b). For a sufficient level of internal consistency and reliability for the construct, the least alpha threshold is 0.50. The internal consistency level of data, which is existing in the instrument's components, is determined by the examination of construct and the dependability of data. To confirm the convergent validity of the construct items, to verify CV (convergent validity) of the items (construct), the AVE (Average Extracted Variance) is calculated.

Table.5 Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EE	0.911	0.914	0.925	0.554
BLM	0.849	0.853	0.898	0.688
GFLB	0.898	0.901	0.925	0.711
OP	0.943	0.95	0.951	0.661

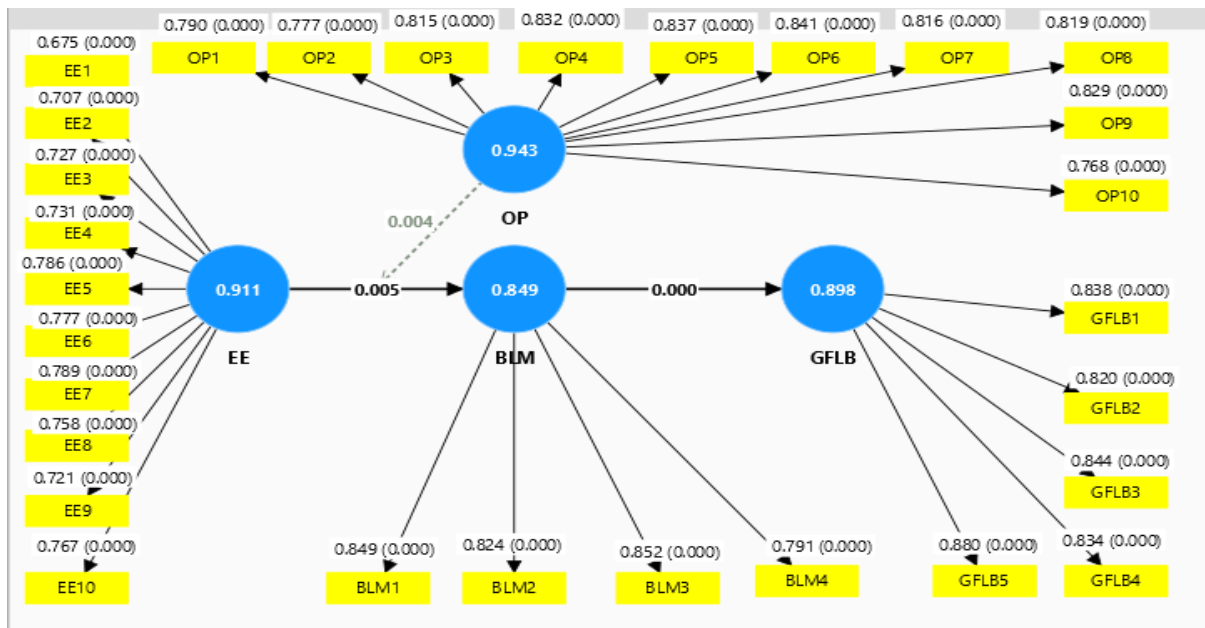
After evaluation of data, Table 5 illustrates the validity of research model. All requirements for valid constructs are gained by data as shown in table 5. As defined by Cronbach's alpha the data is valid if the construct value is more than 0.5, that value directs that the construct is homogeneous. According to Nunnally's guiding principle the data is acceptable if this number falls between 0.5 and 0.9 (Gotz & Krafft, 2009). The results after evaluation shows the number that indicates that all elements have reliability over 0.50, that is considered good and shows us

the scale is reliable after calculation of data. Although, that AVE values which is above 0.4 are acceptable (Henseler et al., 2009). Giving in the table all AVE values of latent constructs are more than 0.50, that indicates that convergent validity is good and acceptable that shows the strength of the measurement scale that is used in this research study.

Structural Model

The existing linkages of latent constructs are identified by examining the association of the latent variables. The P-value and Cronbach's alpha are vital characteristics of the research model. The Cronbach's alpha reliability is more than 0.50 in all variables and shows valid and reliable results. As the most used criteria to evaluate the quality of a structural framework, PLS-SEM uses a coefficient of determination (R^2) as the method for assessing the overall robustness of the model. The R^2 value can be used to quantify the degree to which it is possible to make a prediction within a sample of data (Ringle, Henseler, & Hair, 2014). The model of this research is a fine match for the data according to the R^2 values for each dependent variable that of BLM and GFLB is 0.276 and 0.382 that shows the impact of independent variables' of dependent variable.

Figure.2 Structural Model



The model in figure 2 shows the significance relationship between the variables and all the Cronbach's alpha values of latent variables shows reliability that high and more than 0.50. The Cronbach's alpha's reliability is 0.911 of EE, 0.849 of BLM, 0.898 of GFLB and 0.943 of OP.

The figure 2 shows that all the values of outer loadings are more than 0.50 that are acceptable and good for bootstrapping. The value of Ave shows validity and reliability of the results after evaluation of data. All variables have shown significance relationship in figure 2, that all the p-values are less than 0.05.

Hypotheses Testing

Table 6. Structural model estimation on total sample

	Path Coefficients (β)	Sample mean	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Hypothesis
EE -> BLM	0.185	0.200	0.065	2.827	0.005	Supported
BLM -> GFLB	0.354	0.358	0.056	6.334	0.000	Supported
EE -> GFLB	0.052	0.058	0.061	0.852	0.012	Supported
EE -> BLM -> GFLB	0.065	0.072	0.027	2.454	0.014	Supported
OP x EE -> BLM	0.098	0.091	0.034	2.865	0.004	Supported

We used the estimation of path coefficients using PLS-SEM, which represent the relations hypothesized of variables which are latent (Hair et al., 2017). Standardized approach path coefficient values that have range -1 to +1. Generally, values which are closed to 1 indicate a strong association, however values which are closed to 0 shows weak or no relations (Hair et al., 2017). Using “two-tailed tests” t-values are measured in a different way at significance of different levels, i.e., 3.882 and 2.114 with significance level (Hair et al., 2017). The expected signs were selected based on the hypothesized relations among the latent constructs.

Results are presented as a model path, which illustrates the relationship's direction. In both cases, t-values over 1.65 indicated a 5% significance level and t-values over 1.96 indicated a 5% significance level. Path coefficients fluctuated between 0.027 and 0.13 for direct relation and 0.028 and 0.160 for indirect relation of Obsessive Passion on the relationship of Emotional Exhaustion and Bottom-line Mentality of supervisors with t-values is more than 2, showing statistical implication at $P < 0.05$. As a result of the results in the table, all the hypothesized relationships in this study were confirmed. Our H1 is “Emotional Exhaustion is significantly related to Bottom-line Mentality of supervisors” which is accepted and shows the direct effect of the independent variable Emotional Exhaustion on Bottom-line Mentality of supervisors. Our H2 is “Bottom-line Mentality of supervisors has a significant impact on Goal-focused leader behavior”. H3 is “Emotional Exhaustion is significantly related to Goal-focused leader

behavior” and H4 is “Emotional Exhaustion has significant impact on Goal-focused leader behavior with mediating role of Bottom-line Mentality of supervisors”. H5 of the study is moderating variable (Obsessive Passion) have a significant positive impact on the relationship of independent variable (i.e., Emotional Exhaustion) mediating variable (i.e., Bottom-line Mentality of supervisors) and is accepted in this study.

DISCUSSION

Theoretical Implications

The prior research indicated that BLM of supervisor manifests itself as a mentality that is dysfunctional (Greenbaum et al., 2012). A probable antecedent of supervisory behavior that leads to Goal-focused leader behavior is identified in this study. The theoretical network of Bottom-line Mentality of supervisors has been extended as a result of the study we conducted. We believe that our findings can extend the body of COR theory that examines various aspects of employee performance as suggested by (Witt et al., 2004). We also investigated whether Obsessive Passion would moderate the relationship of Emotional Exhaustion Bottom-line Mentality of supervisors, and the results indicated support for our all hypothesis. The results of the research can explore COR literature that check the relationship between Bottom-line Mentality of supervisors and employee performance that leads to achievement of organizational goals. The outcomes of this study also show that Bottom-line Mentality of supervisors has a positive relation with Goal-focused leader behavior. In a study by Mesdaghinia et al. (2018), it is noted that, despite these findings, there has been very limited research into BLM despite its drawbacks. As a result of the results of our study, combined with those of the aforementioned research, we have found that solely focused on the Emotional Exhaustion and Bottom-line Mentality of supervisors has positive consequences for achievements of organizational goals. Consequently, our findings provide support for the claim Obsessive Passion of supervisors is capable of moderating the relationship between supervisor Emotional Exhaustion and Bottom-line Mentality of supervisors.

The purpose of this paper is to the extension of COR literature by examining the linkage of Emotional Exhaustion of supervisors, Obsessive Passion, Bottom-line Mentality of supervisors, and supervisory outcomes like Goal-focused leader behavior. This study examined the positive relationship between Bottom-line Mentality of supervisors and Goal-focused

leader behavior and examined positive role of Obsessive Passion between Emotional Exhaustion and Bottom-line Mentality of supervisors.

Practical Implications

According to the findings, Bottom-line Mentality of supervisors probably has a distinct and apparent effect on Goal-focused leader behavior in a distinct manner. Prior studies investigated that Bottom-line Mentality of supervisors has a negative consequence on the performance. This study investigated that the Bottom-line Mentality of supervisors motivated to translate organizational strategies into goals that are easily understood by their subordinates in order to enhance their performance. Bottom-line Mentality of supervisors can shed light on how supervisors' mindset influences the impact of leader behavior. Obsessive passion of supervisors can provide resources and support to supervisors to help them cultivate a healthier mindset and coping mechanisms, enabling them to mitigate the negative effects of emotional exhaustion on their leadership behavior. COR theory to elaborate the relationship between stress related (i.e., Emotional Exhaustion) variables and Goal-focused leader behavior. Service organizations can consider incorporating measures of Emotional Exhaustion and Bottom-line Mentality of supervisors into their evaluation of performance. By recognizing and rewarding supervisors who demonstrate a balanced Obsessive passion in supervisors and exhibit Goal-focused leader behavior, organizations can reinforce desired behaviors and create a culture that values both employee well-being and organizational goals. Obsessive passion can reduce the Emotional exhaustion of supervisors. When supervisors perceive that their organization values financial performance and supports their efforts to achieve goals, they are more likely to prioritize Obsessive passion and bottom-line outcomes. Service organizations in Pakistan can emphasize the importance of financial performance through clear communication, goal-setting processes, and performance incentives, while concurrently providing the necessary support and resources to supervisors.

Limitations and Future Directions

As mentioned earlier, causality cannot be inferred empirically. Researchers have debated; however, that it is possible to make causal claims if there is significant theoretical research on causality is established by previous experiments and studies longitudinal in nature (Webster et al., 2022). To reach on the conclusion, we use COR theory presented by (Hobfoll, 1989) as www.ijbmsarchive.com

base and hypotheses of the study are in line with COR research. The employee organization relationship was maintained through these compelling demands (Baucus, 1994), leading to a rise in performance pressure among the employees. Surveys method was used to collect all our data. This issue was addressed in several ways, however.

We had distinct sources rating different variables. Supervisors informed their own emotional evaluation and rated their Bottom-line Mentality of supervisors. In this regard, employees rated goal-focused leader behavior in tests of Bottom-line Mentality of supervisors. Secondly, we performed moderation analyses using the bootstrapping method to account for the variance and simultaneity of the methods (Ambilichu et al., 2022). The Durbin-Watson statistic can be used in future studies to analyze boundary condition of Bottom-line Mentality of supervisors and Goal-focused leader behavior. We have a sample size which was small as a final limitation. For future researchers 'multilevel data (like supervisor and employee dyads relation) and large sample size can be used because insufficient sample sizes can result in biased calculations.

We can use our study as a basis for future research, despite its limitations. There is a need for further research into the relationship between Bottom-line Mentality of supervisors and Goal-focused leader behavior. As Bottom-line Mentality of supervisors and goal-focused leader behavior may also affect group-level consequences such as participation at work, employees 'efforts, and turnover of employees, future researchers may wish to extend their conceptual model by using these latent constructs. Further, explore the boundary conditions relating to a Bottom-line Mentality of supervisors and the behavior of goal-oriented leaders? Future researchers can use variables for moderation to explore the relationship of Emotional Exhaustion, Bottom-line Mentality of supervisors and Goal-focused leader behavior.

Role conflict, work conditions, expenditure of physical energy, de-motivation, lack of communication, work-life balance, time pressure, the riskiness of the job, and others are also job stressors that need to be investigated. Researchers can examine these stress related variables in future studies to determine whether they impact employee performance in the banking sector.

Conclusion

The evidence found by us in this study shows that Bottom-line Mentality of supervisors demonstrates it as a functional mentality and not as a dysfunctional mentality of job

performance as the prior studies suggest (Babalola, et al. 2022; Greenbaum et al., 2023). To conclude, we succeeded in extending the Bottom-line Mentality of supervisors nomological network. Additionally, we discovered an optimistic association of Emotional exhaustion that increase the Bottom-line Mentality of supervisors that is mentality which is primarily focused on achieving results, often financial outcomes, productive and leads to goal-oriented leadership. According to the findings, Bottom-line Mentality of supervisors has no disadvantages as mentioned in prior studies (Mesdaghinia et al., 2018; Quade et al., 2020). Greenbaum et al., (2023) depicted that "despite these findings, little research has been conducted on Bottom-line Mentality of supervisors ". The study support the prior study of Zia et al., (2023, 2024). The results of our research suggest that Obsessive passion that can cope with unhealthy working and mental position can have positive significance impact on relationship of Emotional Exhaustion and Bottom-line Mentality of supervisors. Exclusively, our conclusions recommend that Emotional Exhaustion of supervisor likely influence Goal-focused leader behavior in a distinct and paradoxical manner with help of Bottom-line Mentality of supervisors. Consequently, they are able and willing to translate strategies of organization into recognizable goals.

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