

How to Cite This Article: Zia, S., Ahmed, M. A. & Tariq, A. (2023). How Job Burnout impacts the Goal-Focused Leader behavior with the Mediating Role of Supervisor's Bottom-line Mentality. *Journal of Social Sciences Review*, 3(2), 282–296. <https://doi.org/10.54183/jssr.v3i2.261>



How Job Burnout Impacts the Goal-Focused Leader Behavior with the Mediating Role of Supervisor's Bottom-line Mentality

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Vol. 3, **No.** 2 (Spring 2023)

Pages: 282 – 296

ISSN (Print): 2789-441X

ISSN (Online): 2789-4428

Key Words

Job burnout (JB), Goal Focused Leader Behaviour (GFLB), Supervisor's BLM (Bottom-line Mentality), PLS-SEM (Partial Least Squares Structural Equation Modelling)

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Abstract: Research studies consistently demonstrate the impact of job burnout on workplace performance. By establishing and justifying the association between job burnout and goal-focused leader behavior (i.e., supervisory performance is one of the key factors in achieving organizational goals), the goal of the study is to expand the literature concerning the interaction between job burnout and workplace performance that leads to organizational goals. Hypothesizing bottom-line mentality (BLM) also plays an important role in clarifying why there is a relationship between job burnout and supervisor bottom-line mentality (BLM). It is proposed exclusively that GFLB (goal-focused leader behavior) is related to job burnout when supervisory BLM mediates that relationship. Data were analyzed using SPSS version 23 and Smart-PLS (version 4.0.9.0) to determine how variables influence each other. PLS-SEM, the study assessed the relationship between the proposed theoretical model and 310 valid research questionnaires. Using validity and reliability assessments, the path model fits well with the quantitative data. Consequently, all hypotheses were supported, indicating the mediating role of the Supervisor's BLM.

Research Background

In an industrial circumstance specifically, the more intense the world competition in the banking sector. Banks are required to be able to increase their competitiveness, so companies are required to be able to optimize the performance of their employees. This shows that companies must be able to analyze things that can affect employee performance. With good human resources, the resulting performance will affect the progress of the organization. Human resource management is the art and science of controlling the connections and roles of employees to contribute to the targets of the organization, society, and employees in an effective and efficient way. Often referred to as the "blood of

the economy," financial services are provided to commercial and retail customers by the financial sector (Sari & Rizaldi, 2022). Budiarti's research (2020) found that organizations need employees to be able to carry out all activities in their management process. Employees are also an important thing for the company. Due to the absence of employee participation, the company's activities cannot run (Florenta, 2022). Employees whose performance is not good will have a bad impact on the company. Special attention from the leadership must be paid to employees to ensure that their performance can be maintained so that organizational goals can continue to be achieved. Sari and Rizaldi (2022)

said that various factors affect employee performance, one of which is workload. Employees must meet the demands of the organization for their performance, as well as meet all predetermined grace periods. The existence of job demand that exceeds existing capabilities has a serious impact on job satisfaction (Sari & Rizaldi, 2022).

In the case of the service sector (i.e., banks), work and the time pressure and workload placed on front-line managers, who directly interact with customers, can be stress-producing factors for the front-line managers in the banking sector. The banking managers must understand the frontline employee's workload in terms of providing high-quality service, customer satisfaction, and time pressures when work-related (Awwad et al., 2022). It is imperative that organizations like banks realize frontline employees' perceptions and attitudes in order to achieve their management goals (Yen et al., 2022). Therefore, an investigation regarding frontline bank employees' attitudes and behaviors is crucially depicted by Ghlichlee, and Bayat (2021), as an attempt to direct and recognize frontline bank employees' stress during the job (Tedi et al., 2022).

Afterward, burnout syndrome has primarily recognized in the service sector, like healthcare, mental health, social services, and education, but later it was observed in other occupations with high job demands and time pressures (e.g., managers) like bank employees (Tafi et al., 2022). As a result, BLM becomes the only thing that should be directed on and worked on concerning the ignorance of alternative priorities like the well-being of the employees (Lin et al., 2022). Profits and losses are most often referred to as bottom lines in organizational life (Greenbaum et al., 2012). In this regard, a supervisor who follows bottom-line accomplishment at the cost of alternative motivations will be naturally motivated to ensure the profitability of organizations (Greenbaum et al., 2023a).

The goals-focused leader highlights the achievement of organizational goals by providing task structure, clarification of goals, and indicating ways to reach them (Lee & Kim, 2022). Goal-focused leaders' behaviors contribute to many subordinates' reservoirs of resources, resulting in less exhaustion. Nonetheless, goal-focused leadership behaviors are not likely to be welcomed by all subordinates (Rice & Cotton-Nessler, 2022).

This study analyzes how the picture of workload, work fatigue, employee work performance, and work stress in the banking sector in Punjab, Pakistan, then finds out whether there is an influence on workload, work fatigue, and work stress partially or simultaneously on employee performance that ultimately leads to goal focused leader behavior among front line managers in the private and public banking sector in Punjab, Pakistan.

In this research study, the relationship between job burnout and supervisory performance is investigated to extend the literature on the Conservation of Resource Theory (COR). The main objective of the research was to explore the association between job burnout and supervisor behavior and to examine how the supervisor's BLM mediates the relationship between goal-focused leader behavior and job burnout. This study explores how work-related stress impacts SGFB through the mediation of leaders' BLM. Employees of Punjab province banks demonstrate goal-focused leadership behavior. All the public and commercial banks of Punjab will be the population size of this research.

Research Objectives

These are the research objectives associated with this study based on the research problem.

1. An investigation of the effect of job burnout on BLM is needed.
2. Identify the effect of BLM on supervisory goals-focused leadership behavior.

3. Assessing the effect of JB on supervisors' GFLB.
4. The purpose of this study is to determine how BLM affects supervisory goal-oriented leader behavior and job burnout.

Research Questions

This study will answer the research questions which are following.

RQ1. Identify the effect of Job burnout on BLM.

RQ2. Investigation of the impact of BLM on Supervisor Goals focused leader behavior?

RQ3. What is the influence of Job burnout on supervisor Goal focused leader behavior?

RQ4. What is the impact of BLM on the relationship between job stress and Supervisor Goals focused leader behavior?

Statement of Problems

Working in the service sector, like banks, have a workload and pressure of work done on time on frontline employees, who have direct interaction with customers, which may cause stress for the front-line managers of banking employees. To deliver services (i.e., best quality), the satisfaction of customers, and avoid time pressures when responsibilities regarding work-related interfere with family, middle banking managers must recognize the amount of work of frontline employees (Awwad et al., 2022). To achieve the desired management goals, banking organizations should understand the perceptions, amount of work, and attitudes of personnel (Nduati & Wanyoike, 2022). As a result, it is crucial to examine the attitudes and behaviors of front-line managers of the bank (e.g., Lee & Han, 2020; Mehmood et al., 2020; Yoo & Jung, 2019; Yoo et al., 2022), same as how front-line managers of bank cope with their job burnout(Awwad et al., 2022).

Development of Hypotheses and review of literature

Conservation of resource theory (COR theory)

Conservation of Resources theory was produced by Hobfoll in 1989, who describes the account of

stress and filling the place between one's physical and social-ecological needs and perception to originate worth and sustain those needs (Hobfoll, 1989). Conservation of Resources theory is based on how people attempt to gain, maintain, and establish resources that they value. In other statements, resources in the COR theory are connected to the process of constructing or preserving survival and well-being. Stress in the COR theory is well-defined as a person's response to the environment under three situations the first situation is called "threats" when resources are threatened with loss, and the second situation is when resources are lost; finally, the third situation occurs when the individual has lack of ability to acquire the resources which are an investment for personal resources (e.g., time and knowledge) (Hobfoll 1989). As such, stress could result once either of the four types of resources is threatened, which are objects, conditions, personal characteristics, and energies (Hobfoll 1989). The COR theory may be applied to the explanation of the nature of burnout since burnout describes workers who practice work-related mental stress in people concerned with professions such as health care, education, and human services (Foy, 2022)

Job burnout

Halbesleben (2006) stated that Job burnout is an explanation of psychological tension experienced by an employee due to continuing work stress. The difference between what a person desire to do and what he should do is job burnout. This difference can arise according to the nature and characteristics of a person (Ul Hassan et al., 2023). Many factors can cause an employee to experience job burnout in carrying out his work. In the model Job demand resource, high demands at work can lead to burnout and worsening health. In other words, reduced motivation and engagement result from the relationship between lack of job resources (Bauer et al., 2014). Job dissatisfaction has thus been identified empirically as a significant job-related antecedent to job burnout. According to

Kulikowski (2021), in the prior study, the job burnout syndrome consists of two main factors: fatigue and disengagement (Tomczak & Kulikowski, 2023).

Supervisor Bottom-line mentality

BLM commonly refers to “is worth paying attention to while everything else is discarded,” typically well-defined in relation to financial performance (i.e., profits or losses), as defined by (Malik et al., 2022). A bottom-line mentality is characterized as an exclusive focus on a selected factor like the profits of the organization, and therefore, turns around strong, considered necessary actions to attain bottom-line outcomes above all else (Greenbaum et al., 2012). Although bottom-line intellectual is generally counted to promote the whole strength of the organization (Brenner and Molander, 1977; Greenbaum et al., 2012), when this mentality is considered a whole thing and goal, then it can be problematic (Wolfe, 1988). Supervisors who have BLM think about the bottom-line purpose, the desired-end status, to improve their personal benefits (Chen et al., 2022). Consequently, as an alternative to preserving concern in various goals, supervisors with high-BLM effort bottom line as an objective to be won (Wolfe, 1988) and effort to attain bottom-line results, and as a result, they neglect other priorities that need for the organization. In bottom-line results, supervisors pay little consideration to the moral effects of their conclusions and are willing to turn the rules to meet bottom-line output (Lin et al., 2022).

Goal-Focused Leader Behavior

Goal-focused leadership behaviors are best described within an initiating structure and path-goal framework. Goal-focused leaders promote goal priority and achievement by orienting subordinates to task and goal achievement (Johnson, 2017). Congruent with earlier works on initiating structure, Colbert and Witt found that subordinates with leaders who engage in high levels of goal-focused behavior

have higher levels of performance and higher levels of goal congruence with their supervisor. Exploring the boundaries of goal-focused leadership as a resource to employees, Perry et al. found that for most employees, goal-focused leadership was either negatively related or unrelated to resource depletion (emotional exhaustion). Regarding performance behaviors, disposition towards group goals, and perceived resources, goal-focused leadership is especially of interest (Rice & Reed, 2021).

Job burnout and supervisor's BLM

To explain the relationships and hypotheses in this paper, COR theory is used based on the conservation of resources of the organization. This theory suggests people try to maintain particular resources, and in case of loss of the particular resource, stress arises (Hobfoll, 1989). It is said that the role of stress in work is like mental conflict situations. Consequently, psychological stress is increased by this. Established on this evidence reflecting COR, people mostly protect their resources from being lost; however also employ resources to avoid potential losses (Hobfoll, 1989). Intrinsically, the utilization of resources is a reaction to handling the role of stressors. In this research, the supervisor, when needed to achieve a competitive advantage, neglected the other priorities and only focused on the achievement of bottom-line outcomes outcome, as a result of work role stressors having a great impact on the employees of the organization. Burnout may be a reason for BLM when a supervisor only focuses on protecting resources because the individual is endangered by the outcomes of mental stresses at work. Research has also confirmed the relationship between emotional exhaustion and a number of outcomes that can be negatively associated with the BLM of a supervisor. For example, Lam et al. (2017) showed that a positive relationship exists between supervisor emotional exhaustion and abusive supervision. Furthermore, the decision-making of supervisors has a significant level of stressful job

demands that can have negative impacts (Wu et al., 2019). Taken together, this suggests that a negative relationship exists between job burnout and supervisor BLM.

H1: Job burnout is significantly negatively related to supervisor BLM.

Supervisor's BLM and GFLB

Supervisors are the signs of task performance who have relatively high BLM discernible to their employees (Tu et al., 2023). Nannyanzi (2023) explained that subordinates in negative reciprocity relationships showed poor self-interest performance characterized by employees. A one-dimensional mentality can establish low-quality exchange relationships with their employees. High-BLM supervisors want employees to perform their tasks consistently. However, employees can't control their own performance directly (Greenbaum et al., 2023). So, it is deemed that less oriented toward goals behavior is a drawback of job performance because of a consequence of BLM. The backend of our model examines the relationship between supervisor BLM and goal-focused leadership behavior (Nannyanzi, 2023). Relating performance with critical effects would assist BLM supervisors in enhancing employees' performance pressure by associating performance with bottom-line attainment. To their subordinates, this constant leadership emphasizes the emphasis of achieving bottom-line goals (Greenbaum et al., 2012). Therefore, if it is required to maintain the connection between employees and organizations, employees suffer high-performance burdens (Yu et al., 2021). Supervisors who do not work adequately, cannot achieve the required results, and behave differently as people behave, should be prepared for critical treatment and are uncomfortable about their responsibility to meet their manager's bottom line (Ivancevich et al., 2008). Therefore, Supervisor BLM builds a great environment for subordinates to develop pressure for better performance that leads to goal-focused leaders' behavior toward

supervisors. This leads to the following hypothesis:

H2: supervisor BLM is significantly positively associated with GFLB.

Job burnout and Goal Focused leader behavior

The amount of work that must be done, especially beyond work time, will make employees exhausted. Conditions like this are common when employees are required to complete work at about the same time. This makes employees burdened (Sari & Rizaldi, 2022). In banking companies, sometimes employees miss the rest period to finish work and prefer to rest after their work is over. This makes the rest time employees decrease. This condition makes employees experience burnout which is characterized by symptoms of feeling tired, difficulty thinking, and not concentrating. Stress experienced by employees can also have an impact on employee performance. This is because the incompatibility of employees with certain jobs brings inevitable stress to employees (Onsardi & Sulastri, 2020). Due to time pressure and excessive workload, employees feel pressured, and the completion of urgent tasks and work results are not as expected. Stress experienced by employees for too long is a loss for the company, and prolonged stress causes employees to want to leave the company, resulting in one of losses. The management can minimize it by accepting the needed steps (Maslach & Leiter, 2008). The belief of goal-focused behavior approaches from the theory of conservation of resources (COR) in which managers are accountable for the provision of resources to their human resources (Rice & Reed, 2021). Accordingly, we consider that job burnout will have an adverse impact on capability of employees and ambition to convert strategies of the organization into significant strategies and goals for their staff and regard their goal-focused behavior.

H3: job burnout is significantly negatively related to GFLB.

Supervisor BLM mediates the relationship between JB and GFLB.

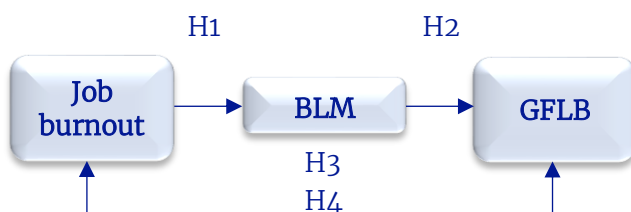
Greenbaum et al. (2012) defined this construct as a one-dimensional frame of mind that views colleagues as competition. Thus success by coworkers is a threat. According to Tourigny et al. (2013), the job burnout rate has a significant and negative effect on the performance of employees. If the burnout rate level is less experienced by the employees, it will improve the work performance of the employees, and this effect will be vice versa. As concerned with work performance, the environment of the organization also has a significant positive impact that can, directly and indirectly, influence the employees (with a significant effect on burnout) on work performance (Wu et al., 2019). Burnout has an effect on work performance. This is explained by an investigation led by (Suwiknyo, 2022).

According to Zhang et al. (2022), the association between BLM and performance is curvilinear, with lower concentration resulting in high performance of employees, while intervening with a high level of BLM can negatively affect subordinates' performance (Greenbaum et al., 2023). By implementing a one-dimensional perspective that emphasizes bottom-line consequences, leaders can put them at risk if they fail and refuse to deliver information, and demotivate the employees (Wolfe, 1988). It is, therefore, risky for supervisors to pursue bottom-line results exclusively for their own advantage (Greenbaum et al., 2023b)

H4: Supervisor BLM mediates the relationship relating to JB and GFLB.

Figure 1

Hypothesized model



Methodology

In this study, we are focusing on the impact of job burnout on GFLB with the mediating effect of BLM of supervisors in the private and public banking sectors of the Punjab province of Pakistan. For this purpose, we collect data from the banking participants through the close-ended questionnaire. Sekran (2003) defined this type of research as a systematic and organized inquiry into a specific problem that is connected in relation to a work environment, which involves a specified solution". We used descriptive and verifiable methods with quantitative research data in this study. A positive philosophical stance is chosen because this study examines the research hypotheses proposed by the study (Sekran, 2003).

Population and sample

Sekaran (2003) defines a population of research as principally mentioning a community or group of people, events, or things that are subjected to the exploration of the researcher. However, a population is defined as a group/set of similar things or events that are subjected to some investigational estimation (Yates et al., 2003). The front-line manager of the private and public banking sector of Punjab province of Pakistan is the population of the study. According to Hatcher (1994), for SEM (Structural Educational Model), the proper sample size is mandatory is around ten times the number of scale items (Hatcher & O'Rourke, 2013). The number of items in this study is 31; therefore, according to Hatcher (1994), the sample size was 310. For the collection of data, a nonprobability sampling technique is used. The sample was collected from respondents, i.e., both male/female who works in private and public banking sectors of Punjab, Pakistan as front-line manager.

Data Collection and Sampling Strategy

This is quantitative and cross-sectional research, and data is collected from frontline managers of banks in the Punjab province of Pakistan. Close-

ended questionnaires were considered effective and feasible in terms of time and money (Blair et al., 2013). For this study, permission and timing were acquired from the front-line managers working in the private and public banking sectors of Punjab, Pakistan. Non-probability sampling is described by Cooper et al. (2006) as a method for meeting the study's objectives (Rahi et al., 2019). The primary data source used was a questionnaire of 400 front-line managers working in the banking sector of Punjab. We received 310 questionnaires filled in by the respondents because the data was collected personally from the front-line managers who work in the public and private banking sectors in

Punjab, Pakistan. According to Hatcher, (1994), the appropriate sample size required for SEM (Structural Educational Model) is around ten times the number of scale items, so our sample size is 310.

Instrument for Measurement

Self-administered pre-structured questionnaires are used for data collection. For the measurement of the responses, a 5-point Likert scale is used, which ranges from 1-5, where 1= strongly disagrees and 5= strongly agree. Details are as follows.

Table 1

Variables	No of Items	Authors	Cronbach's Alpha value
Job burnout	22 items	(Maslach et al., 1996)	0.90
BLM	4 items	(Greenbaum et al., 2012)	0.90
Goal-focused leader behavior	Five items	(Colbert & Witt., 2009)	0.92

Job burnout was measured by the instrument adopted from Maslach (Maslach, Jackson, & Leiter, 1996), which contained three dimensions of 22 items covering emotional depersonalization (five items, e.g., "I don't really care what happens to some recipients"), exhaustion (nine items, e.g., "I feel frustrated by my job") and reduced personal accomplishment (eight items, e.g., "I have accomplished many worthwhile things in this job"). The Cronbach alpha value of the construct was 0.90 of the instruments. Supervisor BLM was measured using Greenbaum et al.'s (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 α =0.90, CR=0.90). Employees rated their respective supervisor's demonstration of goal-focused leader behavior 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." The Cronbach alpha value of the construct was 0.92.

Descriptive Statistics

The first part of the questionnaire focuses on the demographic profile of the respondents, such as the employees' gender, age, educational level, and supervisor tenure with employees in the banking sector. While the second part of the questionnaire presents the questions as presented by Maslach Burnout (Maslach, Jackson, & Leiter, 1996), which measures job burnout in the employees of banks, and Greenbaum et al.'s (2012) Supervisors BLM and Colbert and Witt's (2009) who make the scale for supervisor's GFLB. All the data collected was entered into IBM-SPSS Statistics version 26. Partial least squares-structural equation modeling (PLS-SEM) was performed by using Smart-PLS version 4.0.9.2.

When data was evaluated, we found 165 male participants and 145 females who filled out this

questionnaire. According to demographic data, males are 53.2%, and females are 46.8% of the workplace. Regarding education level, the data shows 9.7% of respondents who work as front-line managers have bachelor's degree and 38.7% of respondents have master's degree, 43.5% holds MS/MPhil degree, and only 1.3% were postgraduate, 6.8% respondents having other diploma degree graduates' degree. Technological advancement can be a reason for job shifts towards skill-based occupations more than degree-oriented jobs, as the research was aimed at measuring job burnout in supervisors that can be dysfunctional for the accomplishment of organizational goals. Long working time duration and hectic routines can be reasons for job burnout in the supervisors of the banking sector. In an evaluation of the data, we find that only 17.7% worked for 5-7 hours in a day and 54.5%

of supervisors worked for 8-10 hours per day, while 27.7% of managers worked for 11 and more than 11 hours per day in public and private banking sector of Punjab district of Pakistan. This helped in discovering the real picture of this dilemma. Regarding first-line manager and middle manager tenure with profile, 18.4% of the respondents possess more than 1-5 years in one bank, and 45.2% of the respondents work with their supervisors for 6 to 10 years. This also ensures that 36.5% of front-line managers have spent a reasonable amount of time with their middle managers, and the study can truly explain the employee job tenure with their managers and have experiences and achievement of organizational goals. Below is a detailed demographic evaluation of the respondent's data:

Table 2
Demographic Variable

Demographic Variable	Category	Count (N)	Percentage (%)
Gender	Male	165	53.2
	Female	145	46.8
Age	25-35	74	23.9
	36-45	108	34.8
	46-55	128	41.3
	Total	310	100
Education level	Bachelor's degree	30	9.7
	Master's degree	120	38.7
	MS/MPhil	135	43.5
	Postgraduate	4	1.3
	Others	21	6.8
Time duration/working hours.	5-7 hours per day	24	7.7
	8-10 hours	100	32.3
	11 to more	186	60.0
	Total	310	100
Employee tenure with supervisor	1-5 years	57	18.4
	6-10 years	140	45.2
	11 to more years	113	36.5
	Total	310	100

Analysis strategy

Data distribution is critical when analyzing multivariate data (Hair et al., 2010). Nevertheless, when data is not normally distributed, then Smart-PLS has a great advantage. Also, Hair et al. (2017) stated that PLS-SEM is acceptable, yet data is not distributed normally. If the data was normal, Skewness and kurtosis were used for determination. Tabachnick & Fidell (2007) give two threshold values for skewness and kurtosis; Cain, Zhang, & Yuan (2017) give 1.38 and 5.045 as a threshold values for skewness and kurtosis correspondingly, and Stevens (2002) depicted 2 and 7 as thresholds value correspondingly. For the intercorrelations concerning the latent variables, the degree of multicollinearity is determined by Hair et al. (2009), and according to him, a high multicollinearity value led to unreliable estimates. Multicollinearity in an indicator is assessed by calculating the variance inflation factor (VIF), which measures the proportion of variance that is explained by other indicators in the same construct. In order to prevent multicollinearity, the variance inflation factor (VIF) value should be less than 5 when $p > 0.05$.

Table 3

Heterotrait-monotrait ratio (HTMT)

	BLM	JB
BLM		
JB	0.159	
GFLB	0.42	0.10

2. Construct reliability and validity

Based on Blumberg, Cooper, and Schindler (2014), validity is the measurement of what an instrument claims to measure. Based on Blumberg, Cooper, and Schindler (2014), reliability is the ability of a measurement to produce consistent results with equal values. Testing the reliability of the measurement model was performed in order to fine-tune it. As a result of contributing an adequate level of internal

In the present study, all values were well below 5, with supervisor goal-focused leader behavior (2.715) being the highest and job burnout (1.281) being the lowest.

Structural Equation Modelling (PLS-SEM)

An analysis of the suggested theoretical model is conducted by Hair et al. (2017) using the "Partial Least Square Structural Equation Model" (PLS-SEM). The PLS model is a powerful predictive model.

1. Discriminant validity- Heterotrait-monotrait ratio (HTMT)

As reported by Henseler et al. (2015), heterotrait-monotrait (HTMT) is more efficient in Monte Carlo simulations than cross-loadings and Fornell Larcker. It was recommended to use HTMT inference when assessing discriminant validity in PLS path modeling. According to Heenseler et al. (2015), the threshold values for HTMT inference are 0.85 and 0.90, respectively. In all cases, the HTMT value fell below the acceptable level. Consequently, discriminant validity is good in this study, as shown in Table 3.

consistency for the items, reliability maximization iterations were performed with a minimum alpha threshold of 0.50 as a result. In order to determine the level of internal consistency in the instrument's components, it is necessary to examine the construct's dependability. The convergent validity of the construct items is verified by calculating the Average Extracted Variance (AVE).

Table 4

	Cronbach's alpha	Reliability of composites (rho_a)	The composite reliability coefficient (rho_c)	AVE (Average variance extracted)
JB	0.766	0.752	0.854	0.565
BL	0.837	0.839	0.887	0.676
M				
GF	0.882	0.884	0.93	0.678
LB				

Based on the metrics mentioned above, Table 5 illustrates the validity of the model. A valid construct has been found in Table 5. Cronbach's alpha value greater than 0.5 indicates that constructs are homogenous as a whole, according to Cronbach's analysis. Nunnally's guidelines (Gotz, Liehr-Gobbers, and Krafft, 2009) indicate that this number falls between 0.5 and 0.9. The number indicates that all elements must have a reliability of over 0.70, which is considered good and indicates that the scale is reliable. A correlation between constructs was used to determine discriminant validity. If AVE is greater than 0.5, more than half the variance can be explained by manifest variables (Hair et al., 2017). Heenseler et al. (2009) note that AVE values over 0.4 are acceptable. As shown in the table, the AVE value for the three latent constructs is above 0.50, indicating strong convergent validity and robust measurement scales.

Structural Model

Two of the most important characteristics of the structural model are the t value (like a t-test) and the R2. To evaluate the forecasting ability of a model, the bootstrap-generated R2 value can be

used. The R2 values for the dependent variables, the model fits the data well. Due to the minimum value of R2, which shows the impact of exogenous variables on GFLB, the R2 value is sufficient for this study.

The significant relationship between the variables is clearly shown by Cronbach's alpha reliability is high and good across all latent variables. All outer loadings are greater than 0.50, showing that there is a significant correlation (0.000 value with $p < 0.05$) between the variables. After the assessment of data, job burnout has a Cronbach's Alpha of 0.766, the BLM has a value of 0.837, and the supervisor's goal-focused leadership behavior has a value of 0.882, indicating a high degree of reliability.

Hypotheses Testing

A Chin (2020) approach was used in this study to validate or invalidate a hypothesis. To determine whether a hypothesis should be accepted or rejected, bootstrapping was used. Thus, A statistically significant hypothesis is one that the P value $p < 0.05$ threshold and all the resulting values are according to the $p < 0.5$ threshold. 5000 bootstrapping is used to check the significance of the relation.

Table 5

Structural model estimation on the total sample.

	Path Coefficients (β)	Sample mean	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Hypothesis
BLM -> GFLB	0.385	0.388	0.066	6.685	0.001	Accepted
JB -> BLM	-0.149	-0.16	0.056	3.045	0.002	Accepted

JB -> GFLB	-0.062	-0.066	0.019	2.949	0.003	Accepted
JB -> BLM -> GFLB	-0.053	-0.057	0.019	2.929	0.003	Accepted

PLS-SEM was used to estimate path coefficients, which represent relationships hypothesized among latent variables (Hair et al., 2017). There is a range of values between -1 and +1 for standardized approach path coefficients. An association close to 1 indicates a strong relationship, whereas an association close to 0 indicates a weak or no association (Hair et al., 2017). A coefficient's significance is determined by its standard error in bootstrapping. For each structural path model, an empirical t-value and p-value are calculated. With "two-tailed tests," t-values are assessed differently at different significance levels, e.g., 2.57 with 1.96 at a significance level of 5%; 1.65 at a significance level of 10% (Hair et al., 2017). The table shows the path coefficients for direct and indirect effects. The results are shown as a model path, which illustrates the relationship's direction. A t-value over 1.65 indicated a 5% significance level, and a t-value over 1.96 indicated a 5% significance level in both cases. Other path coefficients ranged between 0.375 for direct relationships and -0.053 for indirect effects of BLM on the relationship between JB and GFLB, showing statistical significance at $P < 0.05$. All hypothesized relationships in this study were confirmed by the results in the table. Accordingly, our H1 is "Job Burnout is significantly negatively related to supervisor BLM," which is acceptable and shows that Job Burnout has a direct effect on the mediating variable, which is supervisor BLM. Based on the values of the table, our H2 is "supervisor BLM is significantly positively related to GFLB," and our mediating variable (BLM) significantly impacts our dependent variable (GFLB). The third hypothesis is "job Burnout is significantly negatively related to GFLB," which shows a direct relationship between the independent variable (i.e., job Burnout) and the dependent variable (i.e., GFLB). As concern to H4, a significant

negative impact of our mediator (BLM) on the relationship between independent variables (i.e., job Burnout) and dependent variables (i.e., GFLB) is demonstrated in the fourth hypothesis, which is "Supervisor BLM mediates the relationship between JB and GFLB."

Discussion

Implications from the theoretical Perspective

In this paper, we examined the relationship between job stress, supervisor's BLM, and supervisory outcomes in order to extend the COR literature. These results contribute to the literature on COR job stress and organizational performance. Goal-focused leadership was negatively impacted by supervisory Job Burnout, in accordance with our findings (Mohammed, Mohamed Mourad, & Mohamed Ahmed, 2023). As a result of job burnout, supervisors are less able to do their jobs efficiently. Using the outcomes of our research, we can contribute to the literature on COR, which explores many aspects and components that contribute to the job's performance (Witt et al., 2004). The study of goal-focused leader behavior by Perry et al. (2010) has prioritized identifying outcomes, so this finding contributes to our understanding of its antecedents. Furthermore, we found negative outcomes in COR theory. There was a negative correlation between supervisor job burnout and supervisor BLM, in particular. It is, therefore, possible to conceptually link resource depletion and problematic attitudes (Rice & Reed, 2021).

In our study, we found that supervisor BLM is a functional mentality, not a dysfunctional mentality of job performance, as suggested by prior studies (Babalola et al., 2022). Putting supervisor bottom-line mentality into perspective: Insight into the relationship between employee functioning and supervisor BLM. Therefore, defining factors, "antecedents"

of supervisory behavior, are identified. Moreover, the supervisor BLM nomological network has been expanded. Also, we found that goal-oriented leadership is positively correlated with supervisor BLM. The results indicate that supervisor BLM does not have disadvantages, as previously reported (Mesdaghinia et al., 2018; Quade et al., 2020). Greenbaum et al. (2023) stated that little research had been done on BLM despite these findings. According to our research, focusing solely on the bottom line leads to positive outcomes, contrary to the research. Our findings indicate that supervisor BLM may influence GFLB in a contradictory manner. Leaders' BLM backfires in this way. As a result, they are incapable and unwilling to translate organizational strategies into recognizable goals. According to a recent study by Rice and Reed (2021), BLM also has a significant effect on GFLB. This study found that boundary conditions play a significant role in the connection between job burnout and outcomes.

Practical Implications

Both theoretical and practical implications can be drawn from the findings of this study. It is important for supervisors to be aware of the mental stress their subordinates are experiencing under their supervision, according to our research. Supervisors can be impacted by stress (i.e., JB) in their ability to achieve required goals, which negatively impacts their own performance and that of their subordinates. Supervisors should be intervened upon when they experience mental fatigue, and stressors should be eliminated. When it comes to the outcomes of job burnout on work performance (e.g., GFLB), managers need to be aware that stressed supervisors tend to prioritize the bottom line over other responsibilities, such as treating subordinates fairly and directing employees' efforts toward strategic goals that are more important.

This unexpected backfire effect, however, can be weakened. Additionally, leaders should be very careful when employing BLM. Sometimes, this

one-dimensional thinking can be beneficial to the achievement of organizational goals, such as hindering other employees from achieving their goals and undermining social relationships, but in some situations, it can also be destructive (Sezer et al., 2022). The prevalence of BLM will remain high as long as organizations reward a profit-at-all-cost mentality. Finally, personality characteristics matter to organizations operating in high-stress industries. Promoting employees into supervisory roles requires hiring individuals who are mentally strong and have a strong work ethic.

Future Directions and Limitations

Like other research studies, this research study also has several limitations of the study. There was a one-shot nature to the data. The Durbin-Watson statistic can be used to analyze supervisor BLM and goal-focused leader behavior in future studies. Lastly, we have a limited sample size. It is important to note that insufficient sample sizes in multilevel data (e.g., supervisor-employee dyads) can result in biased calculations. Despite this, small effect sizes were not detected. As recommended by several researchers (Li & Wang, 2022) and based on previous studies (Li & Wang, 2022), future studies can have large sample sizes.

Researchers may wish to incorporate latent constructs such as supervisor BLM and goal-focused leadership behavior into their conceptual models as they may also affect group-level outcomes such as participation at work, employee efforts, and turnover of employees. How does the behavior of goal-oriented leaders relate to the boundary conditions of a supervisor's BLM? GFLB and job burnout can be explored using variables as moderators. Work conditions, physical energy expenditure, demotivation, lack of communication, work-life balance, time pressure, the riskiness of the job, and others are also job stressors that need to be considered. Future studies can examine the

impact of these stress-related variables on employee performance in banking.

The Conclusions

PLS-SEM was used to determine the relationship between the suggested study variables. Several studies have shown a good correlation between study/research satisfaction and quality assurance (Jabbar & Hussin, 2019). Job burnout is caused by an individual's inability to cope with the demands of a job that is not offset by the job's requirements and can be detrimental to the achievement of organizational goals. Although it can occur in different work situations and with different workers, it is a well-known phenomenon, as Si, Khan, Ali, & Pan (2023) suggested. Due to the fact that bankers spend a lot of time in banks, their work can be a major source of stress-related issues for them." Furthermore, JB can negatively affect their performance at work which leads to the achievement of goals. Burnout occurs when individuals are stressed due to various conditions related to their occupation and fail to cope with stress. In general, (Ehsan & Ali, 2019) in the banking industry, a lack of administrative support from a manager, work overload and time pressure, the risky nature of the job, poor relationships with supervisors and colleagues, and work-family imbalance all contribute to stress, which reduces employee performance of the front-line managers which leads to the achievement of organizational goals in the workplace (Park et al., 2022).

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