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Job Stress can be a Great Hurdle in Goal-Focused Leader Behavior with the Mediating Role of the Bottom-Line Mentality of Leaders

Saima Zia	PhD Scholar, Department of Management Sciences, The University of Faisalabad, Faisalabad, Punjab, Pakistan.
Muhammad Azeem Ahmad	Associate professor (HOD), National Business School Pakistan, The University of Faisalabad, Faisalabad, Pakistan.

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Key Words

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

Corresponding Author:

Saima Zia

Email: Phdm-fa20-002@tuf.edu.pk

Abstract: The aim of this research study is to expand the literature regarding the interaction between job stress and workplace performance by establishing and justifying the relationship between job stress and goal-focused leader behavior (i.e., an important aspect of supervisory performance). Leaders who are goal-focused enable employees to achieve organizational goals by strategically using policies and practices to communicate and convey organizational goals and support their efforts to achieve them. To explain what makes a relationship work exists between job stress and supervisor bottom-line mentality (BLM), we also incorporate bottom-line mentality hypothesising. Exclusively, we propose BLM of the supervisor mediates the relationship between job stress and GFLB (goal-focused leader behavior). Employees (supervisors) of the banking sector in Punjab, Pakistan, collected data to examine the relationship between these variables. We used SPSS version 23 and Smart-PLS (v 4.0.9.0) to analyse 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 analysed 413 valid research questionnaires with a response rate of 83% through PLS-SEM to assess the relationship between the proposed theoretical model.

Background of the Study

Pakistan's banking system is competing with the world's underdeveloped and developed economies. As the agent of the government, the Pakistani central bank, the State Bank of Pakistan, plays an important role. It is estimated that there will be 33 banks in Pakistan through 2021, five of which are public sector, twenty of which are privately operated, and four of which are specialized in supporting agriculture, small and medium-sized businesses, and industries by providing financing, along with five Islamic banks and four foreign banks also contributing to Pakistan's economic growth by SBP, FSA, 2020 (Adil & Javed, 2020). To survive in business activities for the long term, organizations need

employees who consume extraordinary efforts (Nayal et al., 2022). Currently, organizations are facing several challenges due to the global competitive environment. It's essential for a business organization to face challenges to thrive, which may cause job stress that is harmful to the company's success. There is no way to avoid stress at work. To achieve higher performance of work, conclude that when employees' responsibilities expand, they need to use their energies more efficiently (Lee & Yoo, 2022). However, when the amount of stress exceeds what the individual can cope with, such disturbances might hinder the efficiency of employees and the organization's productivity.

Business is invariably subject to speedy changes, such as excessive competition, a burden of innovation, and an increase in quality, resulting in increased responsibilities for employees. Ultimately, this results in job stress (Kim, 2022).

COR theory states that the loss of sustained resources can have destructive consequences because resources are scarce to meet work demands (Huang et al., 2023). Employees who are stressed demonstrate diminished performance, citizenship behaviors, and engagement with their supervisors and organizations (Kalargyrou et al., 2023). Consequently, the present research evidence argued a strong association between job stress and performance that leads to the achievement of goals. There is no guarantee that all obsessively passionate employees will experience a loss of resources and a decrease in performance. A company's most important asset is its employees, and their performance can determine its success. Various factors such as non-financial and financial results of employees can directly affect the performance of an organization and its success (Monteiro et al., 2022). According to Jalagat (2017), employee performance is the result of their contribution to the organization, which may be evaluated as constructive or destructive by the organization (Elsafty & Shafik, 2022).

Supervisors behave differently, according to the authors. The considerate and the hostile are two different types of people (Ali, Hussain, Shahzad, & Afaq, 2022). Uduji and Onwumere (2013) argue that supervisor behavior affects individual and organizational performance (Omoankhanlen, & Eyakephovwan, 2022). In addition, Gilbreath (2012) argues that supervisor behavior can negatively affect employee morale. In the 1970s, Sheridan & Vredenburg observed that supervisory behavior can influence employee psychological health (Mathieu, & Gilbreath, 2022). It has been observed that similar results have been achieved over time. Was found by Stout (1984) that supervisor behavior has a direct impact on the health and fatigue of

workers. As a result, supervisory behavior is either positive or negative for employees (Omoankhanlen & Eyakephovwan, 2022).

Small and medium-sized enterprises (SMEs) are one of the largest contributors to gross domestic product (GDP) in emerging economies, especially in developing ones according to World Bank, 2020, SME contribution to GDP is the main contributor to countries' economies (Ahmad et al., 2022). It is one of the fastest-growing business sectors in Pakistan. The performance of Pakistan's banking sector is ranked second among South Asian countries, according to a World Bank study (Singh et al., 2023). Every day, there is an increase in competition in the banking sector. Changing monetary policies and high pressure on the Pakistani economy have 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 (Chaudhary et al., 2023).

According to our study, supervisors' levels of job stress and burnout should be taken into account by organizations and supervisors, when supervisors are stressed, they will be less able to achieve certain goals and objectives, which will negatively affect their personal performance and the performance of their subordinates, managers will attempt to reduce performance when leaders begin to show mental fatigue (Rice & Reed, 2021). In the banking sector of Punjab, this study will be very helpful. 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 (Tahir et al., 2023).

In this study, the relationship between job stress and supervisory outcomes is examined to extend the literature on the Conservation of Resource Theory (COR). This study explores how work-related stress impacts goal-focused behavior through the mediation of leaders'

bottom-line mentality. 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. These are the research objectives associated with this study based on the research problem.

1. An investigation of the effect of job stress on BLM is needed.
2. Identify the effect of BLM on supervisory goals-focused leadership behavior.
3. Assessing the impact of job stress on supervisors' GFLB.
4. The purpose of this study is to determine how BLM affects supervisory goal-oriented leader behavior and job stress.

This study will answer the following research questions.

RQ1. What is the impact of Job stress on BLM?

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

RQ3. What is the impact of Job stress 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

Organizations that wish to achieve higher performance usually end up overloading their employees with work so they can meet deadlines for achieving organizational goals (Ryan, & Burchell, 2023) (Kele & Nyanga, 2023). The banking sector is paying more attention than ever before to the trauma that their employees experience when they are placed under extraordinary pressure, it could be improved, however (Sever, 2023). To be self-sustaining and to fund the acquisition of modern equipment, efficient services provision and optimum utilization of resources were necessary (Khan et al., 2023). In the banking sector of Punjab, Pakistan, there has been a need for continuous change in management strategies,

administration, and employee performance (Naveed et al., 2023).

Significance of the Study

Among the banking staff in Punjab, Pakistan, we discovered the main sources and levels of stress they are experiencing (Naveed et al., 2023). Upon acknowledgment of these facts, the appropriate authorities can take appropriate interventions to reduce the negative consequences of job stress, particularly among those reporting severe stress (Haider & Yean, 2023). By implementing appropriate coping mechanisms and controlling stressors, banking middle managers would be able to achieve their goals and achieve them more effectively, efficiently, and productively by finding and operating at the level that is most comfortable to them (Sumbal et al., 2023). There have been very few studies on how work stress impacts goal-focused behavior and job performance in the banking sector (Hobfoll, 1991)(Greenbaum et al., 2023). The aim of this research study is to give awareness to bank managers and supervisors regarding the need to provide the necessary and essential platform to facilitate employees' coping with stress. Stress among bank workers in Punjab, Pakistan, could be studied with the results of this study.

Development of Hypotheses and Literature Review

Conservation of resource theory (COR theory)

Conservation of Resources theory (COR) describes how individuals strive to protect, preserve, and acquire current and future resources. Objects, states, conditions, and other things that people value are classified as resources (Hobfoll, 1991). Individuals value resources differently, depending on their personal experiences and circumstances (Drencheva et al., 2023). 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 (Johan & Satrya, 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 the psychology of cognition (Cacioppo & Gardner, 1999; Tversky & Kahneman, 1974), loss salience as well as been applied to "organizational psychology" (Grant & Shandell, 2022).

Job stress and bottom-line mentality

Defining job stress is "a situation in which job-related factors influence the worker's psychological and/or physiological health in a way that deviates from normal functioning" (Farley et al., 2023). A sense of stress leads to anxiety and affects behaviors, emotions, attitudes, and physical health when the demands of external work outstrip the resources of the individual (Mohsin et al., 2022). Stress is typically defined as the loss of resources according to COR theory. Others, however, argue stress can promote growth, toughness, mental strength, a sense of mastery of skills, the ability to prioritize tasks, and awareness of oneself and tasks, this construct is described by Greenbaum et al. (2012) as a unidimensional view of the world that sees colleagues as competition, thus interpreting success by colleagues as an attack, the BLMs, according to Appelbaum and Shapiro (2006), are a result of organizational cultural toxicity, resulting in their adoption and adaptation (Islam & Chaudhary, 2022). Because such a mentality views ethical values and morality as obstacles to financial success, BLM is associated with compromised ethical values and morality (Jha & Singh, 2023).

A supervisor with a high BLM emphasizes the importance of achievement of bottom-line upon any values competitive with each other (Farasat et al., 2022). Aiming at contributing to bottom-line success, they foresee their personnel in subordinate positions to employ maximum effort (Greenbaum et al., 2017). As a result, they are

more likely to give honor and awards to their personnel who accomplish the BLM and those who don't (Greenbaum et al., 2012). In this research, the conservation of resources (COR) is argued to explain relationships and hypotheses. In this theory, individuals attempt to maintain specific stress and resources results when those resources are lost (Hobfoll, 1989).

Hypothesis 1: Job stress is significantly negatively relevant to supervisor BLM.

Supervisors' BLM and Goal-focused Leader Behavior

Supervisors with relatively high BLM discernible to their employees the significance of task performance (Babalola et al., 2021). Our contention is that by doing so, they 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). Subordinates in negative reciprocity relationships or those characterized by self-interest perform poorly. A growing body of evidence indicates that supervisory BLM is often detrimental (Quade et al., 2020). As a result, it is considered that less oriented toward goals behavior is a drawback of job stress instead of a consequence of BLM. The backend of our model examines the relationship between supervisor BLM and goal-focused leadership behavior (Zia et al., 2023). To ensure the effective translation of organizational strategies, supervisors must spend time with their subordinates (Atmaja, Zaroni, & Yusuf, 2023). Supervisory BLM encourages employees to deliver superior financial outcomes to the organization (Babalola et al., 2020a). To maintain the relationship between employees and organizations, employees underwent increasing performance pressures (Patnaik et al., 2023). Associating performance with critical consequences would encourage BLM supervisors to increase employees' performance pressure by associating performance with bottom-line success. To their

subordinates, this constant leadership emphasize the emphasis on achieving bottom-line goals (Quade et al., 2020). Consequently, employees are prompted to follow their supervisor's BLM 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 by Taufik, Muhammad, and Nugraheni, (2023), and likely to be uncomfortable about their obligation to meet their manager's bottom line (Taufik et al., 2023). Consequently, Supervisor BLM creates the perfect environment for subordinates to develop performance pressure. This leads to the following hypothesis:

Hypothesis 2: supervisor BLM is significantly positively related to Goal focused leader behavior.

Job stress and goal-focused leader behavior

A company's goals must differ from one to another (Vaz & Pereira, 2023). The achievement of these goals depends on many different factors. As a result, human resources are an important influencing factor in this case, as every company needs energy and thoughts from humans, and work performance must be able to demonstrate the energy and thoughts of HR to the company. A company's activities require the performance of its employees (Gumilar, & Puteh, 2023). There is no doubt that every company wants to get great performance out of their employees in their respective fields. As Matterson (1980) pointed out, "There are many factors that contribute to stress, including workload, staff cuts, change, long work hours, shift work, insufficient supervision, insufficient training, inappropriate working conditions, too many responsibilities, and poor working relations." (Gaur et al., 2023). The management can, however, minimize it by taking the necessary steps (Ehsan and Ali, 2019). The concept of goal-focused behavior comes from the theory of conservation of resources (COR) in which supervisors are responsible for the provision of resources to their personnel

(Saleem et al., 2022). As a result, we expect that job stress will have a negative effect on employees' capability and aspiration to translate strategies of organization into meaningful plans and objectives for their employees and affect their goal-focused behavior.

Hypothesis 3: job stress is significantly negatively related to GFLB.

Supervisor BLM mediates the relationship between job stress and GFLB

The high-BLM leaders operate in an environment of competition Competing on the basis of a win-loss mentality, and seeing everyone as a rival, as well as his or her colleagues and people working under their supervision (Xie et al., 2022). In a competitive business environment, supervisors with a BLM can even motivate their employees to undermine their coworkers (Greenbaum et al., 2012). In the face of a choice between their own interests and those of their employees, supervisors may not wish for their employees to lose, they are interested in achievements of outcomes that serve their own self-interests (Greenbaum et al., 2023). The self-interest of high-BLM supervisors prevents them from pursuing the well-being of others. In addition, their own employees are not directly affected by the ways in which they develop them and advocate for them within the organization as well as outside.

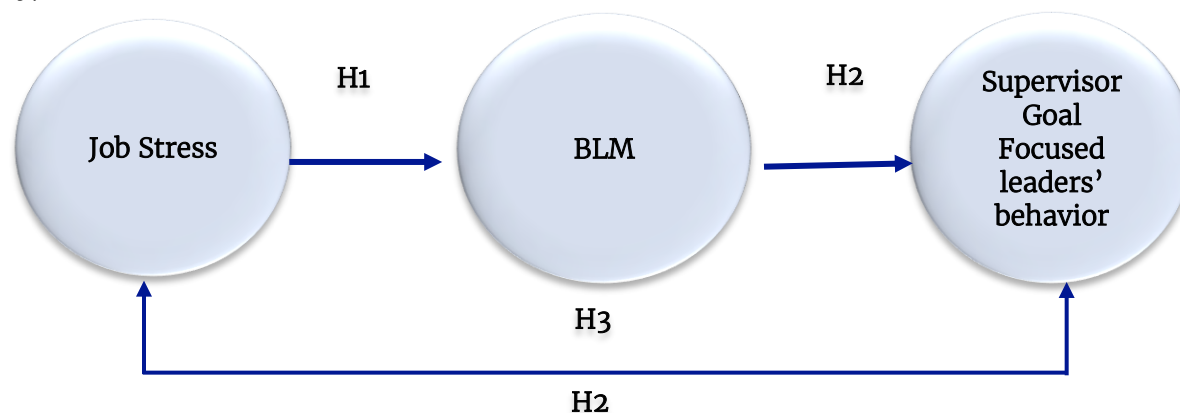
A study conducted by Kotteswari & Sharief (2014) revealed a negative relationship between employee stress and performance (Runtu et al., 2023). Based on Zafar's (2015) study, work stress leads to a significant positive effect on the performance of employees. Recent studies have explored how BLM results in resulting from dysfunctional employee behavior (Babalola et al., 2020). According to Zhang et al. (2022), Leadership and employee performance: the relationship between BLM and performance is curvilinear, with lower intensity resulting in higher employee performance, while mediating with a high level of intensity can negatively affect

personnel performance (Greenbaum et al., 2023). Furthermore, employee innovation has reduced the breach of a psychological contract (Sui et al., 2023). By adopting a one-dimensional viewpoint that focuses on bottom-line results, individuals are only a short step away from helping others by putting them at risk, they fail and refuse to

provide information, or making them look bad, as Wolfe (1988) noted. It is therefore risky for supervisors to pursue bottom-line results solely for their own benefit (Niu et al., 2022).

Hypothesis 4: Supervisor BLM mediates the relationship between job stress and GFLB.

Figure 1
Hypothesized model



Research Methodology

To select appropriate research methods, it is vital to understand the significant assumptions that are underlying the research philosophy (Saunders et al., 2009). To understand not only what we do but also what we are investigating, it is important that business and management researchers are aware of the philosophical commitments of choosing a research strategy (Blumberg et al., 2014). Considering the study's purpose, the quantitative paradigm was selected, and from a philosophical perspective, the study takes a positivist view. A positivist philosophical stance is chosen because this study examines the research hypotheses proposed by the study (Antwi & Hamza, 2015). When relationships need to be quantified, a positivist perspective is appropriate (Ryan, 2006). Since reality is observable, and the results of such study are law-like generalizations like those produced by natural scientists, 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 (Cooper, 2006). The careless application of the people involved can also lead to a partial sampling of an ideal sample, despite the strength of probability sampling. When carefully controlled, non-probability sampling can produce acceptable results (Cooper et al., 2006). According to this study's research questions and objectives, purposive sampling (restrictive) was used in non-probability sampling. The data collection technique used in this research thesis is cross-sectional. In this research thesis, the data is acquired using a one-shot method. Data is gathered from employees of public and commercial banks in the Punjab district of Pakistan from personally administrated and electronically administrated questionnaires.

A recent study reported that the average sample size should exceed N=207 (Hair et al., 2012). An investigation's population refers to the complete set of people, things, and events that pertain to the research subject. Basically, the

current study is focused on all public and commercial banks in the Punjab province of Pakistan. Due to time and resource constraints, it hasn't been possible to examine the entire population for this study, so the data has been collected from the associated sample, a subset of the entire population. From this population, several middle managers of commercial banks are carefully selected. According to Sekaran (2006), the sample size for the study needs to be large enough to generalize about the population. In the absence of an explanation for the

population, Cochran's formula is used to determine sample size (Kotrlík & Higgins, 2001). As per the calculation of the formula, the total sample is 413 respondents. In the initial stage, we distributed 500 questionnaires, and the response rate was 90% because of the personal administration of data collection. We got 450 questionnaires filled by respondents of the age group of 25 to 56. Some values were missing in some questionnaires. In the final, we got 413 questionnaires with full responses.

Table 1

Measurement Instrument

Variables	No of Items	Authors	Cronbach's Alpha value
Job stress	4 items	(Cohen et al., 1983)	0.814
BLM	4 items	(Greenbaum et al., 2012)	0.90
Supervisor's Goal focused leader behavior	5 items	(Colbert & Witt., 2009)	0.92

We controlled for the supervisor's organizational tenure, the employee's current tenure with the supervisor, and the industry, given our variables of interest, which are rooted in COR. 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 exhaustion and leadership phenomena, such as supervisor stress (Perry et al., 2010). In addition, industry can affect supervisor BLM research (Wolfe, 1988) and emotional exhaustion which leads to stress (Deery, Iverson, & Walsh, 2002). To determine if these alternative explanations had any influence, we had to control them.

Job stress has four items and these scales were taken from Cohen et al., (1983) where 1= "strongly disagree" to 5= "strongly agree"; Cronbach's $\alpha=0.814$, CR=0.814. Supervisor bottom-line mentality 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 $\alpha=0.89$, CR=0.89). 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

Research questionnaires were collected from 500 banking sector employees in Punjab, Pakistan, for the study. The most prevalent problem for valid and reliable results, in addition to out-of-range values, is missing values (Dong et al., 2019). A dataset with missing data has less statistical power and may result in biased estimations (Kang, 2013). 450 scores were obtained with a 90% response rate after the researcher dropped 50 incomplete questionnaires from the final dataset. Out of 450, 37 questionnaires were missing values, and we find 413 questionnaires with full responses. After

evaluation of the data, we find 218 were male participants while 195 females attempted this questionnaire. The data shows male is 52.8% and female are 47.2 at the workplace. Regarding education, the data shows 9.4% of respondents who are supervisors have bachelor's degrees and 38% of respondents having master's degrees and 45.5% are having MS/MPhil degrees while only 5% were postgraduate. 5.8 respondents have other diploma degree graduates' degree. One possible reason for this can be technological advancement and the job shifts which require skill-based occupations more than degree-oriented jobs. As the research was aimed at measuring job stress in supervisors that can be dysfunctional for the achievement of organizational goals. Time duration and hectic working hours can be a reason for job stress in the supervisors of the banking sector. After evaluation of the data, we find that only 7.3%

worked for 5-7 hours a day and 32.2% of supervisors work for 8-10 hours per day while 60.5% of supervisors work for 11 and more than 11 hours per day in public and private banking sector of Punjab district of Pakistan. This helped in highlighting the true picture of this dilemma. Regarding first-line manager and middle manager tenure with profile, 17.9% of the respondents possess more than 1-5 years in one company. According to the study, 43.3% of the respondents work with their supervisors for 6 to 10 years. This research study ensures that 38.7% of 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 experiences about the achievement of organizational goals. Below is a detailed demographic assessment of the respondents:

Table 2

Demographic Variable

Demographic Variable	Category	Count (N)	Percentage (%)
Gender	Male	218	52.8
	Female	195	47.2
Age	25-35	107	25.9
	36-45	133	32.2
	36-55	173	41.9
	Total	413	413
Education level	Bachelor's degree	39	9.4
	Master's degree	157	38.0
	MS/MPhil	188	45.5
	Postgraduate	5	1.2
	Others	24	5.8
Time duration/working hours.	5-7 hours per day	30	7.3
	8-10 hours	133	32.2
	11 to more	250	60.5
	Total	413	100
Employee tenure with supervisor	1-5 years	74	17.9
	6-10 years	179	43.3
	11 to more years	160	38.7
	Total	413	100

Analysis Strategy

When analyzing multivariate data, data distribution is crucial (Hair et al., 2010). However, Smart-PLS has the advantage of not accounting for normal distributions of data. Hair et al. (2017) found that PLS-SEM is valid even when data are not normally distributed. Skewness and kurtosis were used to determine if the data was normal. Tabachnick & Fidell (2007) give threshold values of 2 for skewness and kurtosis; Blanca et al., (2013) give threshold values of 1.38 and 5.045 for skewness and kurtosis respectively, and Stevens (2002) gives thresholds of 2 and 7 respectively. The degree of multicollinearity is determined by

the intercorrelations between the latent variables and the exogenous variables. A high multicollinearity value results in unreliable estimates (Hair et al., 2009). Indicator multicollinearity is assessed by calculating the variance inflation factor (VIF), a measure of how much variance other indicators of the same construct are accounting for. The variance inflation factor (VIF) value should be less than 5 for $p > 0.05$ to prevent multicollinearity issues. As a result of this research, all values were well below 5 with supervisor goal-focused leader behavior (2.816) being the highest and job stress (1.381) being the lowest.

Table 3

Multicollinearity intercorrelations

	VIF
BLM1	2.037
BLM2	2.044
BLM3	2.288
BLM4	1.932
JS1	1.51
JS2	1.669
JS3	1.606
JS4	1.381
SGFLB1	2.274
SGFLB2	1.981
SGFLB3	2.336
SGFLB4	2.362
SGFLB5	2.816

Structural Equation Modelling (PLS-SEM)

As part of this research study, Hair et al. (2017) analyzes the suggested theoretical model using the “Partial Least Square Structural Equation Model” (PLS-SEM). Models based on PLS have powerful predictive capabilities.

Discriminant validity- Heterotrait-monotrait ratio (HTMT)

As defined by Henseler et al. (2015), heterotrait-monotrait (HTMT) is superior to cross-loadings and Fornell Larcker in Monte Carlo simulations. A recommendation was made to use HTMT inference in PLS path modeling to assess discriminant validity. As described in Roemer et

al., (2021), HTMT inference has threshold values respectively of 0.85 and 0.90. All HTMT values were below the acceptable threshold. As a result,

discriminant validity is good in this research, as shown in Table 4.

Table 4

Heterotrait-monotrait ratio (HTMT)

	BLM	JS
BLM		
JS	0.169	
SGFLB	0.43	0.107

Construct reliability and validity

As depicted by Blumberg, Cooper, and Schindler (2005), validity is whether an instrument calculates what it claims to measure. According to Blumberg, Cooper, and Schindler (2005), reliability is a measurement that produces results that are consistent as well as have equal values. In order to fine-tune the measurement model, reliability tests were conducted. By contributing

a sufficient level of internal consistency reliability was achieved for the items, with a minimum alpha threshold at 0.50, and reliability maximization iterations were performed. To determine the internal consistency level, which is present in the instrument's components, the dependability of the construct is examined. Calculation of the Average Extracted Variance (AVE) is performed to verify the convergent validity of the construct items.

Table 5

	Cronbach's alpha	Reliability of composites (rho_a)	The composite reliability coefficient (rho_c)	AVE (Average variance extracted)
BL	0.847	0.849	0.897	0.686
M				
JS	0.756	0.762	0.844	0.575
SGF				
LB	0.892	0.894	0.92	0.698

As measured by the above-mentioned metrics, Table 5 illustrates the model's validity. Table 5 shows that all requirements for valid constructs have been met. According to Cronbach's alpha value for validation of constructs is greater than 0.5, that value indicates that the construct is homogeneous as a whole. Using Nunnally's guidelines (Gotz, Liehr-Gobbers, and Krafft, 2009), this number falls between 0.5 and 0.9. This number indicates that all elements must have reliability over 0.70, which is considered good and allows us to conclude that the scale is reliable Discriminant validity was determined by examining correlations between constructs. Hair et al. (2017) found that more than 50% of the

variance can be explained by manifest variables if AVE is greater than 0.5 (Hair et al., 2017). It should be noted, however, that AVE values which are above 0.4 are acceptable (Henseler et al., 2009). According to the table, AVE values for the three latent constructs were above 0.50, indicating that convergent validity is robust and strong and shows the strength of the measurement scales.

Structural Model

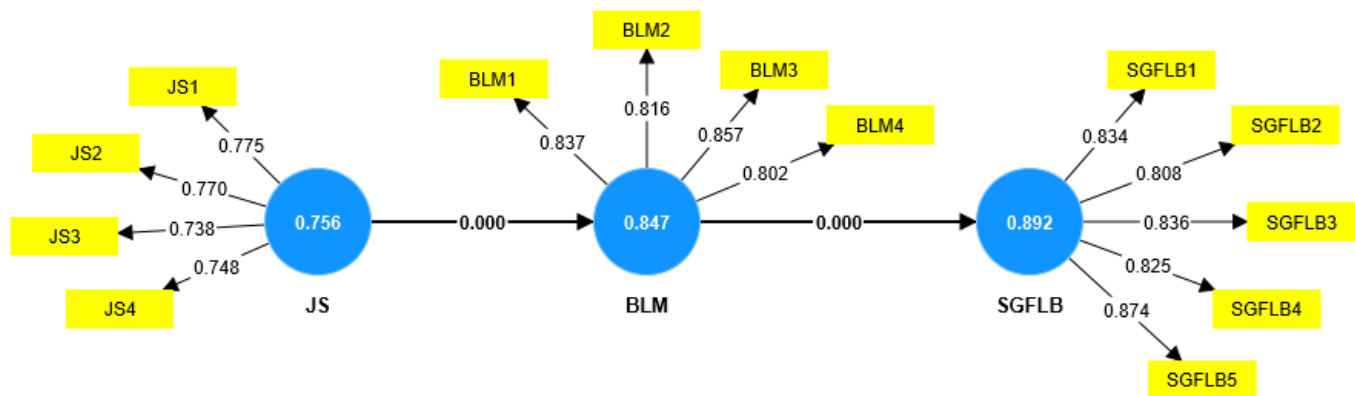
By examining the relationship of the variables which are latent in nature, we are able to identify the existing linkages of latent constructs. The prototype can be shown in Figure 2. Rodgers

(1999) uses the jackknife method and the bootstrap method to test non-parametric models in the PLS. Since Bootstrap is generally considered to be more effective than the other methods (Gotz, Liehr-Gobbers, and Krafft, 2009), it was used instead. The t value (like a t-test) and R² are two essential characteristics of the structural model. Bootstrap-generated R²

value can thus be used to evaluate a model's forecasting ability. The model of this research is a fine match for the data according to the R² values for each dependent variable, that all central R² values. The R² value is sufficient for this study due to the minimum value of R², which shows the impact of exogenous variables on endogenous variables that is GFLB.

Figure 2

Structural Model



The model in Figure 2 shows the significant relationship between the variables and Cronbach's alpha reliability is high and good in all the latent variables. All the outer loadings are more than 0.50 which is good and shows a significant relation (with a 0.000 value where $p < 0.05$) between the variables. In the above model, Cronbach's Alpha value of job stress is 0.756, BLM has 0.847, and Supervisor's Goal Focused Leader Behavior is 0.892, which shows the strong reliability of the latent variables.

Hypotheses Testing

Using Chin's (2020) approach to validating or invalidating a hypothesis was used in this study. Evaluation of a hypothesis to determine whether it should be accepted or rejected, the bootstrapping method 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 $p < 0.5$ thresholds. We use the $p < 0.05$ threshold to check the significance of the relation with 5000 bootstrapping.

Table 6

Structural model estimation on the total sample.

	Path Coefficients (β)	Sample mean	Standard deviation (STDEV)	T statistics ($ O/STDEV $)	P values	Hypothesis
BLM -> SGFLB	0.375	0.378	0.056	6.695	0.001	Accepted
JS -> BLM	-0.139	-0.15	0.046	3.035	0.002	Accepted

JS -> SGFLB	-0.052	-0.056	0.018	2.939	0.003	Accepted
JS -> BLM -> SGFLB	-0.052	-0.056	0.018	2.939	0.003	Accepted

We used the estimation of path coefficients using PLS-SEM, which represents the relationships hypothesized among variables that are latent in nature (Hair et al., 2017). standardized approach path coefficient values range from -1 to +1. Generally, values close to 1 indicate a strong relationship, while values close to 0 indicate weak or no relationships (Hair et al., 2017). In bootstrapping, the standard error determines the coefficient's significance. An empirical t-value and p-value are calculated for each structural path model for significance checking. Using "two-tailed tests" t-values are assessed differently at the significance of different levels, i.e., 2.57 with 1.96 with a significance level of 5%; significance level of 1%; 1.65 with a significance level of 10% (Hair et al., 2017). Path coefficients for direct and indirect effects are shown in the table. The expected signs were selected based on the hypothesized relationships between 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. The other path coefficients ranged between 0.375 for direct relationships and -0.052 for indirect effects of BLM on the relationship of JS and SGFLB with t-values is more than 2.57, showing statistical significance 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 "Job stress is significantly negative relevance to supervisor BLM" which is accepted and shows the direct effect of the independent variable (Job Stress) on a mediating variable that is BLM. Our H2 is "supervisor BLM is significantly positively related to goal-focused leader behavior" According to the values of the table our mediating variable (i.e., BLM) has a significant positive impact on the dependent variable (i.e., SGFLB) and is accepted in this

study. The third hypothesis is "job stress is significantly negatively related to SGFLB" which shows the significant negative impact of the independent variable (i.e., Job stress) on the dependent variable (i.e., SGFLB) in a direct relationship. The fourth hypothesis that is "Supervisor BLM mediates the relationship between JS and SGFLB" shows the negative significant impact of our mediator (BLM) on the relationship of the independent variable (i.e., job stress) and dependent variable (i.e., SGFLB) and it is an indirect effect of the latent variable.

Discussion

Theoretical Implications

The purpose of this paper was to the extension of COR literature by examining the linkage between job stress, supervisor's BLM, and supervisory outcomes. Our study examined the relationship between job stress and supervisor BLM and examined the leader's BLM role as a mediator between the relationship of job stress and the dependent variable which is SGFLB. As a result of this finding, it is possible to provide evidence that underlying motivational factors may mediate stress-related variables' effects on job performance that leads to the accomplishment of goals (Anjum, Zhao, & Faraz, 2023). The results of this study contribute to the literature on organizational performance and job stress in COR. In particular, we found that supervisory job stress negatively impacted goal-focused leadership. In accordance with our findings of (Mohammed, Mohamed Mourad, & Mohamed Ahmed, 2023). job stress adversely impacts the ability of supervisors to execute their job duties as well. The findings of our study can extend the body knowledge of the literature on COR which explores various aspects and component's performance of the job, as investigated by a prior study done by (Witt et al., 2004). Researchers have prioritized identifying outcomes in their

research on goal-focused leader behavior (Colbert & Witt, 2009; Perry et al., 2010), so this finding contributes to our understanding of its antecedents. Additionally, we found that results in COR theory are negative outcomes. Supervisor job stress negatively correlated with supervisor BLM, specifically. Hence, resource depletion and problematic attitudes can be conceptually linked (Rice, & Reed, 2021).

The evidence found by us in this study is that supervisor BLM demonstrates a functional mentality and not a dysfunctional mentality of job performance as the prior studies suggest (Babalola, et, al. 2022). Thriving at work but insomniac at home: Understanding the relationship among supervisor bottom-line mentality and employee functioning. As a result, it is identified a probable defining factor or "antecedent" of supervisory behavior. To conclude, we succeeded in extending the supervisor BLM nomological network. Additionally, we found a positive relationship between supervisor BLM and goal-oriented leadership. According to the findings, supervisor BLM has no disadvantages as mentioned in previous studies (Mesdaghinia et al., 2018; Quade et al., 2020). Greenbaum et al., (2023) depicted that "despite these findings, little research has been conducted on BLM". The results of our research suggest that contrary to the aforementioned research, focusing solely on the bottom line leads to positive results. Specifically, our findings suggest that supervisor BLM likely influences SGFLB in a distinct and paradoxical manner. In this way, leaders BLM backfires. Consequently, they are unable and unwilling to translate organizational strategies into recognizable goals for the direction of their subordinates. The finding of a recent study by (Rice, & Reed, 2021) also supports that BLM has an influence on SGFLB. Boundary conditions play a significant role in the connection between job stress and outcomes which makes a relationship in this study.

Practical Implications

The findings of this study have both theoretical and practical implications. According to our research, it is important for supervisors to be aware of how much mental stress their subordinates are experiencing under their supervision. Stress can reduce supervisors' ability to gain required goals, which can negatively impact their own and subordinates' performance. Managers should intervene when supervisors develop mental fatigue and try to eliminate stressors. It may be accomplished if upper level, supervisors are encouraged, and supported to take personal life days to restore from stress and fatigue. When it comes to the outcomes of job stress on work performance (e.g., SGFLB), management needs to be well-known that stressed supervisors lead to prioritize the bottom line over other responsibilities which are more important, such as fairly treating subordinates and directing employees' efforts towards strategic goals. Therefore, stressed supervisors are less effective at accomplishing their tasks and serving those under their supervision when they focus on the BLM in the organization.

It is possible, however, to weaken this unexpected backfiring effect. Additionally, leaders should be very careful when employing BLM. There are times when this one-dimensional way of thinking can be beneficial to the achievement of organizational goals, such as hindering other employees from achieving their goals and causing social undermining, but it can also be destructive in some situations (Sezer et al., 2022). Moreover, organizations have to evaluate leaders holistically instead of primarily evaluating them on the bases of their ability to give encouraging results which are bottom-line (Khan et al., 2022). It is a global society that we live in, where prompt financial returns seem to be more important than anything else (Disli 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.

Limitations and Future Directions

There are several limitations to our study, as with any research. There was a cross-sectional nature to the data. 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 established by previous experiments and studies longitudinal in nature (Webster et al., 2022). To reach the conclusion, we use the COR theory presented by (Hobfoll, 1989) as a base, and the hypotheses of the study are in line with COR research. Further, our study was consistent with previous longitudinal research on stress and psychological outcomes (Sirois et al., 2023) have depicted that supervisor BLM negatively impacts the performance of employees in his two time-lagged studies. According to Halbesleben and Bowler (2007), motivational factors play a mediating role between stress-related outcomes and performance. The employee-organization relationship was maintained through these compelling demands (Baucus, 1994), leading to a rise in performance pressure among the employees. By associating performance with consequences, BLM supervisors encourage their employees to meet stretch targets to ensure bottom-line success and, thus, create performance pressure. Subordinates of such leaders are constantly reminded of the importance of achieving bottom-line objectives (Quade et al., 2020). The model, therefore, conforms to existing theory and previous research. In addition, there is the possibility that the variation among methods will be the same (Podsakoff et al., 2003). The survey 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 supervisors' BLM. In

this regard, employees rated goal-focused leader behavior in tests of supervisor job stress. Secondly, we performed mediation analyses using the bootstrapping method to account for the variance and simultaneity of the methods (Ambilichu et al., 2022)

Our data are also limited by "common source bias" (that is the relationship of supervisor BLM and GFLB), which can lead to serial correlation (Špoljarić et al., 2022). The Durbin-Watson statistic can be used in future studies to analyze supervisor BLM and goal-focused leader behavior. We have a sample size that was small as a final limitation. For future researchers, insufficient sample sizes can result in biased calculations in multilevel data (like supervisor and employee dyads relation). Despite this, small effect sizes could not be detected. According to prior studies future researchers can have large sample sizes as recommended by various researchers and studies could be like previous studies (Wang et al., 2022).

Our standard deviations and variable means were consistent with larger samples' standard deviations and means. Compared to Cropanzano et al. (2007) work, our "descriptive statistics" of supervisor JS ($M = 3.84$, $SD = 1.28$) were Comparative with the study of Rice, and Reed, (2021), supervisor BLM in our study ($M = 3.66$, $SD = 1.35$), we find that our results are similar to those from Bonner, Greenbaum, and Quade (2017) ($M = 2.94$, $SD = 1.61$). 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 supervisor job stress and supervisor BLM. Cavanaugh, Boswell, Roehling, & Boudreau, (2000) explore how challenge vs. hindrance stressors impact this relationship when stress research is included in BLM literature. Seeing stress as a challenge may buffer the effects of stress, whereas viewing stress as a hindrance may magnify them. The relationship between supervisor job stress and supervisor BLM might be moderated by employee features or contextual factors, such as perceived

organizational support (Farasat, Azam, Imam, & Hassan, 2022). As supervisor BLM 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 supervisor's BLM and the behavior of goal-oriented leaders. Future researchers can use variables for moderation to explore the relationship between job stress and SGFLB. Future researchers can check, employee conscientiousness as a moderator and check that it can alter this relationship. This relationship is moderated by supervisor characteristics and contextual factors.

Role conflict, work conditions, expenditure of physical energy, demotivation, 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.

Conclusions

The relationship between the suggested study variables was determined using the PLS-SEM approach. A good correlation was found between study/research satisfaction and quality assurance (Jabbar, & Hussin, 2019) explained that job stress occurs when an individual's ability to cope with the demands of a job is not offset by the requirements of the job. It is common for individuals in their job in a bank to face stress "As bankers spend a great deal of time in the banks, work can be an important source of stress for them." Furthermore, stress can negatively affect their performance at work. "Therefore, the occupation of individuals could be a major source of stress in the given circumstances. When individuals face stress due to various conditions of their occupation and fail to cope with stress, it

results in burnout," (Ehsan & Ali, 2019). Basically, in the banking sector, lack of administrative support from a boss (manager), work overload & time pressure, risky nature of the job, bad relationships with supervisors and coworkers, and work-family imbalance result in stress, which ultimately reduces the performance of employee in working environment (Jeon, Yoon, & Yang, 2022).

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