

How Emotional Exhaustion impacts the Goal-Focused Leader Behavior: Roles of Supervisor's Bottom-line Mentality, Obsessive Passion and Organizational Support

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Abstract: *The aim of the study is to investigate the impact of work-related stress on workplace performance. By determining and justifying the relationship between Emotional Exhaustion and Goal-focused leader behavior (i.e., supervisory performance is one of the key factors in achieving organizational goals), this research study aims to expand the literature regarding the interaction between Emotional Exhaustion and workplace performance that leads to organizational goals. To implement organizational goals strategically, leaders who are goal-focused communicate and convey the goals of the organization and support employees' efforts to achieve them. Hypothesizing bottom-line mentality also plays an important mediating role in explaining why there is a relationship between Emotional Exhaustion and Goal-focused leader behavior (GFLB). It is investigated the moderating role of Obsessive Passion between the relationship of Emotional Exhaustion and Bottom-line mentality of supervisors. It is also investigated the moderating role of Perceived Organizational Support between the relationship of Bottom-line mentality of supervisors and Goal-focused leader behavior. This study examined the relationship between these variables based on the data collected by front-line managers in the banking sector in Punjab, Pakistan. Data was analyzed using SPSS version 27 and Smart-PLS (version-4) to determine how variables influence each other. Using a one-shot survey method and face-to-face interviews, this study collected data. Through PLS-SEM, the study considered the relationship between the proposed theoretical model and 402 valid research questionnaires. Using validity and reliability measurements, the path model fits well with the quantitative data. Consequently, all hypotheses are accepted. Study has theoretical as well as practical contributions.*

Keywords: Emotional Exhaustion (EE), Goal Focused Leader Behaviour (GFLB), Supervisor's BLM (Bottom-line mentality), Obsessive Passion (OP), Perceived Organizational Support (POS), PLS- SEM (Partial Least Squares Structural Equation Modelling)

Introduction

Pakistan is an underdeveloped country; therefore, Pakistan has limited mental health resources (Mahesar et al., 2025). In Pakistani context COR Theory can guide to focused on conservation of resources and acquisition to mitigate the effect of stress and trauma (Akhtar et al., 2021). Pakistan is facing economic challenges, COR theory can help how organizations cope with financial issues to make employees more focused towards achievements of organizational goals (Malak & Qassim, 2025). COR theory is used to support the theoretical model to check the impact of job-related stress in achievement of organizational goals with mediating role BLM in supervisors (Zia et al., 2025). Based on the COR theory, sustained resource loss can negatively affect work performance (Guo et al., 2025). When employees are emotionally exhausted, they exhibit reduced performance of work, engagement of task, and behaviors towards citizenship directed towards their employers and supervisors (Jayaraman et al., 2025). This phenomenon, mentioned to as BLM, is being characterized as the tendency of leaders (hereafter, supervisors) to focus exclusively on bottom-line results (such as financial gains) without taking into competition (Moazzam & Malik, 2025). There is therefore a great association of emotional exhaustion and work performance according to existing

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research (Ibrahim & Olaleye, 2025a). Some people with Obsessive passion, however, may not experience resource loss or performance decline as we found from this study (Cheng & Cai, 2025).

A variety of mental and physical symptoms are experienced by employees during the process of acclimating to a new work environment, according to (Pien et al., 2025). Job stress was defined by Ekienabor (2016) as an excessive demand that physically and psychologically impacts an employee (Nwokah & Nwobueze, 2025.). Nevertheless, job stress results from the style of leadership and the characteristics of the job (Wu et al., 2018). Further, Antonova (2016) asserted that there is a need to develop diverse methods of eliminating or reducing job stress because it increases turnover, reduces service quality, and increases organization costs (Hitka et al., 2021). Stress is measured by anxiety, depression, and hostility, job's stress can be measured in two ways, physiologically and psychologically, according to (Spielberger & Reheiser, 2020). In light of the high prevalence of job stress and its undesirable consequences, it is imperative for supervisors to demonstrate the right behavior when dealing with employees to ease their stress (Zia et al., 2023). It is paramount for supervisors to behave in a way that promotes psychological wellbeing among their employees by instilling confidence in them and improving their psychological wellbeing (Jimmieson & Bergin, 2025). Supervisors behave differently, according to the authors, there are some people who are considerate, while there are others who are hostile (Zia et al., 2023).

The study on emotional exhaustion is conducted under the guidelines given by Maslach's (1982) research study (Chaves-Montero et al., 2025). According to Maslach and Jackson (1985), burnout which is mental state has three components. Burnout is consisted of three parts, that are EE, depersonalization, and diminished personal accomplishment (Krompa & Hyz, 2025). Prior researchers have mostly focused on emotional exhaustion as compared to depersonalization as well as diminished personal accomplishment dimensions of burnout, the reason to choose emotional exhaustion is the dimension that ultimately to have the strongest association with outcome variables and accomplish the important meaning of burnout (Krompa & Hyz, 2025). The mental state of emotional depletion is known as Emotional exhaustion because of extra job demands and continuous workload (Karakolias, 2025). Mostly research's that are conducted on emotional exhaustion are based on Hobfoll's (1988, 1989) conservation of resource (COR) theory that explains the relationship between the variables and explain the effects of EE on performance in workplace (Shinde, 2025). On the basis of COR theory, researchers mostly argued that when there is high job demand, employee started overemphasizing to avoid the upcoming loss and conservation resources which are remaining (Campione & Henschke, 2025). Consequently, it reduces the performance of employee in workplace environment.

Although prior research's have strong understanding regarding relationship among emotional exhaustion and employee performance in workplace environment (Ibrahim & Olaleye, 2025b). Previous research has examined and investigate the relationship between EE and performance of employees in working environment of organizations on lower level (Hussain et al., 2022). As such, rare amount of research regarding workplace performance is relevant to leadership performance (Hatipoglu & Akduman, 2025). Consequently, it is the need to investigate the performance among supervisors which ultimately trigger the performance of employees. Mostly previous research studies are primarily focused on the negative effect of EE on individual, and consequently it has the ultimate impact on persons who are dependent on the EE person (Feng et al., 2025).

Regarding this association at supervisory level, it can increase the understanding the ultimate effect of EE supervisors, that how it can improve or reduce the performance of subordinates, who are working under emotionally exhausted person (Zia et al., 2023). Moreover, by focussing on supervisors, we can increase the understanding regarding social network of this mindset, such as emotional exhaustion, can enhance the understanding regarding the effect in working environment (Shinde, 2025). According to prior researchers there is need to investigate the relationship of EE on GFLB with aspects of job-related factors (Zia et al., 2025). The purpose of the research is to find the impact of emotionally exhausted supervisor on the goal focused leaders' behaviour with the mediating role of bottom-line mentality of supervisor. Furthermore, this research study will enhance the theoretical knowledge with the moderating effect of Obsessive passion on the relationship of EE and Supervisor's BLM. Moreover, study will investigate the

moderating effect of Perceived Organizational Support on the association between the supervisor's BLM and GFLB. COR theory supports the relationship of the variables. The present research will enhance the body of knowledge of COR theory and furthermore, it will give guidelines to policy makers and managers for practical implication of the study.

Research objectives

The research study checks the impact of work-related stress on GFLB through mediating role of BLM of leaders. In this research study we also investigate the effect of OP as moderating factor on the association of work-related stress and BLM of leaders. In this research study also investigated and checks Perceived organizational support worked as moderator on the relationship of BLM of leaders and goal-focused leader behavior of the employees of banks of Punjab province of Pakistan.

Following are the objectives of the research study:

1. To investigate the impact of EE on GFLB.
2. To examine the impact of EE on BLM.
3. To investigate the mediating effect of BLM on the relationship of EE and GFLB.
4. To investigate the Moderating role of OP on the association of EE and BLM.
5. To examine the moderating role of POS on the relationship of BLM and GFLB.

Research Questions

To investigate the objectives of the research questions there are following research questions:

1. What is the impact of EE on GFLB?
2. What is the impact of EE on BLM?
3. What is the mediating effect of BLM on the relationship of EE and GFLB?
4. What is the moderating role of OP on the association of EE and BLM?
5. What is the moderating role of POS on the relationship of BLM and GFLB?

Literature Review

Following is the literature supported our study to investigate the research objectives.

EE and GFLB

The COR theory explains the relationship between EE and GFLB in previous studies (Feng et al., 2025). Emotional exhaustion is the part of burnout, and known as mental fatigue and emotional depletion, supervisors can effectively communicate organizational goals with employees and can align these goals with employee's efforts with the help of goal focused leader behaviour (Joo et al., 2025). GFLB is rooted with COR theory and providing resources to employees understanding to align their efforts with these goals effectively (Zia et al., 2023). In prior research, it is investigated that the EE have positive impact on GFLB with the support of COR theory (Guo et al., 2025). GFLB is the critical aspect of job performance. According to the study of Colbert and Witt (2009), "Goals can clarify and set directions and a key for supervisors that enables to increase performance" (Kim et al., 2018). Subsequently, GFLB is relevant to supervisor's work performance and as well as employee's performance (Rice & Reed, 2022). Supervisors can provide resources to employees and can spend time with employees to check the organizational goals are aligning with the performance or not with the help of GFLB (Zia et al., 2024). On the other hand, when supervisor do not use resources necessarily to fulfil their goals and objectives, then they fail to attain their goals (Joo et al., 2025). Consequently, it is prosed in this research study when a supervisor becomes emotionally exhausted, it reduces the ability to translate their goals and plan understandable for the employees. Moreover, a significant relationship exists between supervisor and employee. Therefore, we hypothesised as:

H1: Emotional Exhaustion have a significant impact on Goal-focused Leader behaviour.

EE and BLM

Bottom line mentality is defined as one dimensional that depends only on bottom-line outcomes to neglect the other priorities regarding employees well being (Moazzam & Malik, 2025; Zia et al., 2024). The COR theory clarifies the relationship between EE of supervisor and BLM of supervisor (Greenbaum et al., 2023a).

The main concept of COR theory is that the individual feels compulsory to retain, protect, and improve those things which have more value for that person. When there is shortage of resources then individual are more careful l regarding implication of the resources according to COR theory (Luo & Tong, 2025). However, this conservation of resources is likely to because of the emotional exhaustion (Moazzam & Malik, 2025). According to COR theory a Supervisor's BLM are very aware of how spending resources such as, energy, time, attention in one area that can not be used in other area (Greenbaum et al., 2023b). A such, BLM of supervisors represents a dysfunctional and problematic mentality. It is investigated prior studies that BLM in supervisors in likely produced by EE (Babalola et al., 2020). Undoubtedly, Supervisors have to face high level of scrutiny for the performance of their employees, and for this they may emphasised the need for employee to focused BLM outcomes for the execution of organizational goals and objectives and emphasised on competing priorities. Prior researcher emphasised that EE have positive impact on BLM. We proposed that BLM is a dysfunctional mentality and trigger by EE. Therefore, we prosed the following hypothesis:

H2: EE has significant impact on supervisor's BLM

Mediating Role of BLM on the Relationship of EE and GFLB

As mentioned earlier, BLM is defined as one dimensional thinking that occurs for securing bottom line outcomes to neglect the competing priorities and objectives (Greenbaum et al., 2023b). Consequently, individual with BLM mentality do their work with a winner takes all his/her mentality (NASEER & NAQVI, 2025). Moreover, these individuals consider that who contribute to this mentality can achieve more organizational performance related to goals, and neglect the well being of other members like employees and subordinates in workplace (Greenbaum et al., 2023b; Zia et al., 2023). According to Wolfe (1988), individual with one dimensional mentality and revolves around outcomes which are bottom line are not successful, because they fail to undermine their efforts, without information, or making them bad (Kamran et al., 2025). Latest researches regarding BLM demonstrate that supervisor's BLM mostly leads to drawbacks (Zhao et al., 2024). Consequently, prior researchers says that less goal focused leader behaviour is due to BLM of supervisors (Greenbaum et al., 2023). Prior research by Colbert and Witt (2009), relationship between BLM and GFLB, require more energy and strength from supervisor for employees, supervisors can spend time with employees to align the efforts with organizational goals for achievement of organizational objectives (Zia et al., 2024). As such, we expect that EE can increase the BLM of supervisors that can make supervisors to be one-dimensional to achieve the organizational goals more effectively. Therefore, it is hypothesized that:

H3: mediating effect of BLM has significant impact on the relationship of EE and GFLB.

Moderating Role of OP on the association of EE and BLM

It has been shown that obsessive passion is one of the characteristics; in addition, obsessive passion can help predict conflict between life and work (Fernet et al., 2025). Passion obsessive refers to the process of internalizing an activity as part of one's own identity and controlling how one integrates the activity into one's life (Zito et al., 2022). As defined by the American Psychological Association (APH), this is a condition in which there are intrapersonal or interpersonal pressures and contingencies related to the action that impulsively cause a being to follow the action in question, resulting in compulsive behavior towards it, as a result of emotions connected to social acknowledgement, self-reverence, or uncontainable passion for action (Kenyhercz et al., 2025). The association of obsessive passion and stream involvements has been found to be positive and to have a positive relation with burnout in a number of studies (Vallerand et al., 2010; Fernet et al., 2025). To maintain a BLM in place is therefore to take a simplistic approach to thinking, one that places the performance of a single goal above everything else in order to prove its existence in the first place (Wolfe, 1988). While this mindset is not necessarily problematic in and of itself, it can result in dysfunction by triggering processes that aim to achieve bottom line consequences in any way possible, there are a number of ethically problematic behaviors that can be observed, such as sacrificing quality, opting for quick fixes, and other risks (Greenbaum et al., 2012). If people have OP is beneficial for success in the working environment with a BLM of supervisors.

H4: Moderating role of OP on the association of EE and BLM is significant.

Moderating Role of POS on the association of BLM and GFLB

There are a number of factors that determine what is perceived as organizational support, including the general perception that the organization values cooperation, the support of its members, and is concerned about their well-being and future (Aldabbas et al., 2023). Which in turn creates a sense that the organization is important and that it is expected to be given importance (Afshari, 2023). As a result, organizations that treat their employees well and focus on them are conveying the message that the organization values them, which in turn makes their employees more productive (Gulati & Wohlgezogen, 2023). It has been found that people with high job commitment have high levels of job satisfaction, and they have a more positive attitude toward their employers (Aldabbas et al., 2023).

The results of many Western studies indicate that leadership behavior, as depicted by Aldabbas et al. (2023), and POS, as explained by Eisenberger et al. (1986), play an important role in determining job satisfaction. Leadership behavior is powerfully correlated with POS, according to Rude (2004), therefore insufficient leadership warrant is the most influential circumstances contributing employee disappointment and burnout Maslach et al. (2001), that is the similar as the absence regarding organizational support (Rude, 2004). Conversely, insufficient research has been done on relation to POS, leadership, and job contentment in the place of work. This study aims to examine the moderating effects of POS on the relationship between the behavior of leaders and their perception of organizational support in order to understand the effects of organizational support on leadership outcomes (Yongxing et al., 2017).

H5: Moderating role of POS on the association of BLM and GFLB is significant.

Methodology

The methodology in quantitative research refers to the systematic approach used to collect, analyse, and analysis of numerical data to investigate research questions as well as to test hypotheses (Apuke, 2017). It involves a structured and objective process that emphasizes quantification and statistical analysis. The research design outlines the plan for conducting the study. It includes decisions about the research approach like experimental, correlational, and descriptive, the selection of participants, the sampling method, and the allocation of variables (Rovai et al., 2013). This is a descriptive study. In quantitative research, data collection involves gathering numerical data from participants or existing sources (Devers & Frankel, 2002). By adopting a positivist philosophical stance, the researchers likely aimed to establish objective knowledge by systematically examining the research questions and hypotheses through empirical investigation (Saunders et al., 2009). The use of statistical tools indicates that quantitative data analysis methods were employed to process the collected quantitative data and testation of hypotheses (McCusker & Gunaydin, 2015). Study is based on inductive approach which is quantitative in nature. Population of the research study are the banking managers who are working in private and public banking sector of Punjab. Study employed non-probability sampling technique and select convenient sampling technique for data collection from respondents. For data analysis SPSS and Smart Pls SEM is used for evaluation of data.

Instruments which are 5 Likert scale that is from "1= strongly disagree to 5= strongly agree" are used in this research study. For EE 9 item scale is adopted by (Maslach et al., 1996). For BLM 4 item scale is adopted by (Greenbaum et al., 2012), for GFLB 5 item scale is adopted by (Colbert & Witt., 2009), for OP 10 item scale is adopted by (Vallerand et al., 2003), and for POS 6 item scale is adopted by (Eisenberger et al., 1997). Data is collected by face-to-face and electronic like google form and whats app.

Data analysis

For this purpose of data analysis, the data was collected face-to-face personally administrated from front-line mangers of private and public banking sector of Punjab, Pakistan. During the distribution of 480 questionnaires, 430 questionnaires were returned which resulted in an 88% response rate, we distributed questionnaires a total number of 480. There were 28 questionnaires that were found not to be complete and posing serious issues with validity during data screening. Thus, we find that 84% of the respondents (N=402) responded to the survey.

Demographic

As concerned to gender of Respondents, out of 402, 204 were male participants while 198 females attempted this questionnaire. The data shows 9% male dominance at the workplace than females. Regarding age of Respondents profile, 25.7% of the respondents are of the age between 25 years to 35 years, and 33.9% of the respondents are of the age 36 years to 45 years old, and 40.4% of the male and female respondents are of the age of 46 years to above who are working as front-line managers in the Banking sector of the Punjab, Pakistan.

When we evaluate the data regarding education of the respondents, the data shows 9.2% of respondents having bachelor's degrees while 47% belonging master's degree and 39% of the respondents are having graduate degree (MS/MPhil) degree, while only 0.7% of the front-line managers are having PhD degree or enrolled in PhD discipline, only 4% of the respondents are having other degree like diploma etc. Therefore, job tenure of the respondent in the working environment has a significant impact on their job performance, by evaluation of data we find that 6.5% respondents have job tenure of 1 year to 5 years in that bank, and 14.5% of the respondents are working in that bank from 6 to 10 years. 34.6% of front-line managers are working from 11 to 15 years in that bank, and 38.7% of front-line managers are working from 16 to 20 years in the same bank, only 5.6% of middle managers work more than 21 years in the bank.

Regarding time duration of work, only 6.5% of the respondents give time from 5 to 7 hours which are mostly women work in banks, and 31% of the respondents give time from 8 to 10 hours to their working and 62.5% of the respondents give time more 127 than 11 hours which shows the long working hours which can be a great cause of EE which can be a great hurdle in the goal focused leader behaviour of the front line managers in the banking sector of Punjab, Pakistan. As concern with the job tenure of the supervisor like middle managers in the banks, only 19.9% of the middle managers are working from 1 year to 5 years in that bank, 53.8% of the respondents shows that their supervisors are working from 8 to 10 years in that bank, only 28.3% of the respondents give information that their supervisors are working from 11 to above years in that organization. As regard to the employee tenure with the supervisor, only 17.9% of the respondents are working from 1 year to 5 years with their supervisors in that bank, 43% of the respondents show that they are working with their supervisors from 6 years to 10 years.

Convergent Validity

Table 1

Convergent Validity

	Cronbach's alpha	(rho_a)	(rho_c)	(AVE)
BLM	0.849	0.852	0.898	0.688
EE	0.899	0.901	0.916	0.524
GFLB	0.899	0.901	0.925	0.712
OP	0.944	0.951	0.952	0.663
POS	0.871	0.873	0.902	0.607

As a measure of the theoretical robustness of items of scale, the convergent validity of those items was measured in the study (Hair et al., 2017). An AVE was worked for determining the convergent validity of the model. There is a rule of thumb that states that the AVE value must be more than 0.5, that shows that the value exceeds 50% of the variance should be justified by the examined variables. Based on the outcomes in Table 1, all four latent constructs were identified as having AVE values above 0.5 and two constructs, namely BLM and GFLB, were found to be the AVE values which are 0.688 and 0.712, correspondingly. Because of this, convergent validity ensured that the measurement scales were robust and reliable.

Indicator Reliability/Outer Loading

As explored by Hair et al. (2014), outer loading with the value more than 0.4 is to be rejected, for exploratory studies factors loading value above than 0.4 and smaller 0.7 can be hold as long as the AVE is acceptable. Moorees and Chang (2006) made a statement that item loading up to 0.60 is accept times. In general, the value of item loadings is accepting long as the Composite Reliability and the Average Value do not get affected. In other words, if the CR is 0.70 or close to 0.70 and the AVE is 0.5 or close to 0.5, the

number of items is not too high, then any value of item loadings is reasonable. It should, however, should not be smaller than 0.40 in order to be considered safe. In the first step in the research when need the reflective measurement model evaluation process, it is necessary to examine the indicator loadings for the model. It is recommended that loadings greater than value 0.708 be used, since indicator show more than half of the variance, therefore, indicating that reliability of item is acceptable.

Discriminant Validity

Heterotrait–Monotrait Ratio of Correlations (HTMT) Regarding the value of HTMT it is the general rule that all the values should be less than 0.85. It has also been explored by Gold et al. (2001) and Teo et al. (2007) that a similar cut-off value could be used to determine whether heterotrait–monotrait correlations (HTMT) should be below 0.85. When the value is higher than 0.90, it means that the relationship does not demonstrate discriminative validity. There should also be no value of "1" in the confidence interval for HTMT in order to ensure that there is no misinterpretation of the results. All the values in Table 2 indicate the robustness of data and all the values are less then 0.85.

Table 2
Heterotrait–Monotrait Ratio of Correlations (HTMT)

	BLM	EE	GFLB	OP
BLM				
EE	0.42			
GFLB	0.398	0.463		
OP	0.249	0.479	0.54	
POS	0.236	0.545	0.463	0.591

Collinearity Assessment

In the context of exogenous latent variables, multicollinearity refers to the intercorrelations between them. A high level of multicollinearity will lead to unreliable estimates if the magnitude of multicollinearity is high (Hair et al., 2017). In order to determine the degree of multicollinearity, the variance inflation factor (VIF) of the indicator can be used, which indicates the extent to which other indicators of the same construct are accounted for in that percentage of variance (Hair et al., 2017). There is usually no expectation that a high correlation will exist between the predictors of a given outcome. The high correlation between the predictors is viewed as problematic because it indicates that there is a high degree of collinearity in the data, which is not accepting the research process (Hair et al., 2014).

Figure 1
PLS-SEM path

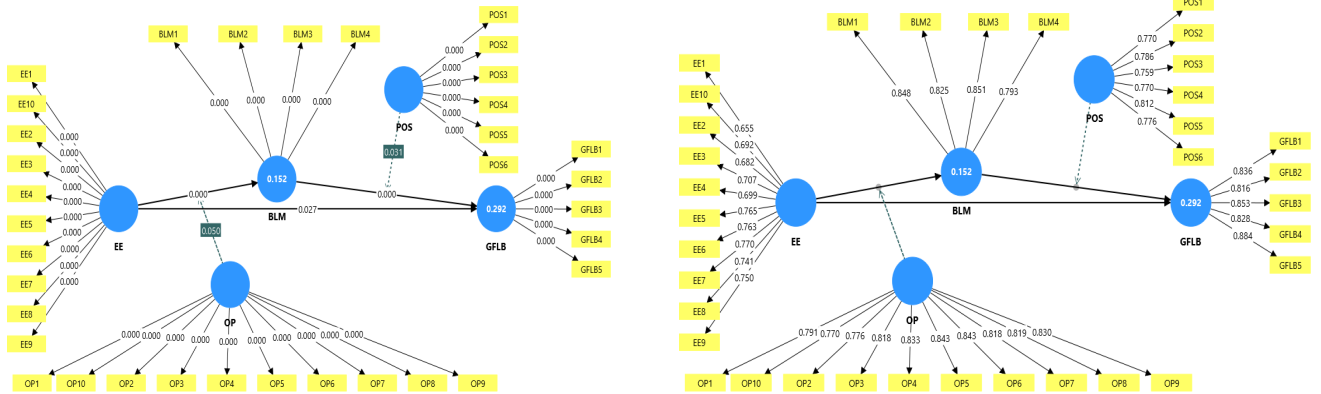


Figure 1 explains the outer loading values which are more then 0.4 and acceptable for further evaluation according to (Hair et al., 2017). P value is less then 0.5 therefore, it is showing the significance of the relationships.

R²-Coefficient of Determination

As the most used criteria to evaluate the quality of a structural framework, PLS-SEM uses a coefficient of determination (R^2) as the method for assessing the overall robustness of the model. The R^2 value can be used to quantify the degree to which it is possible to make a prediction within a sample of data (Ringle, Henseler, & Hair, 2014). The latent effect coefficient is basically an evaluation of both effects of all the related dependent variables with the related dependent variables when it comes to the latent effect of all these variables. It can be seen that R^2 is the variance demonstrated by all the independent variables in a path model with respect to the latent endogenous variables. Table 3 indicates that BLM have 0.152 effect by EE and its weak but acceptable. GFLB have medium effect that is 0.292.

Table 3

R²-Coefficient of Determination

Dependent Variables	R ²	For Assessing
BLM	0.152	Accepted
GFLB	0.292	Accepted

SEM Analysis

SEM is a statistical technique that is used to examine the relationships between multiple variables. Smart PLS is a structural equation modelling (SEM) analysis software package, Smart PLS is widely used in management, marketing, and psychology research and is popular in social science research (Hair et al., 2010).

Table 4

Hypotheses Testing of Main Hypotheses

H	Path	Original sample	Sample mean	SD	t-vale	p-value	decision
H1	EE -> GFLB	0.056	0.056	0.021	2.686	0.007	Accepted
H2	EE -> BLM	0.257	0.261	0.071	3.643	0	Accepted
H3	EE -> BLM -> GFLB	0.056	0.056	0.021	2.686	0.007	Accepted
H4	OP x EE -> BLM	0.062	0.058	0.031	1.96	0.04	Accepted
H5	POS x BLM -> GFLB	0.118	0.12	0.054	2.162	0.031	Accepted

Table 4 shows the results of hypothesis of the research study. Hypothesis 1 has T-value 2.686 which is showing a healthy impact and showing the P-value less than 0.5 that shows the significance of the relationship, therefore, hypothesis 1 is acceptable and supported. All the hypotheses are showing the significance relationship. All the hypotheses are accepted and supported.

Discussion

This study adds to the possibility of explaining the results of the study by incorporating the literature from the COR community. Several studies have shown that the majority of employees who responded to the survey reported working under pressure and feeling that they weren't valued by the organization as a whole (Barrett, 2006). The result of this situation is that the employees of the Punjab's banking companies are forced to cope with large amounts of stress on a daily basis as a result of their daily work routine due to this situation (Giorgi et al., 2022). The work stress and job burnout have a negative and significant effect on Goal focused leader behavior. In other words, this is a clear indication that employees at banks are negatively affected by work stress in terms of their performance. According to this study, there is a p-value of 0.001, which is a value that is lower than 0.05. On the statistical side, the value of 3.346 is higher than that of 1.96, while the value of the coefficient is -0.336. In other words, job stress negatively affects employee performance, resulting in GFLB.

It is crucial for organizations that wish to develop a competent workforce to understand the factors that can cause stress and affect job performance. An employee's job performance was found to be negatively affected by role ambiguity. There is evidence that employees with high levels of role ambiguity tend to perform poorly at work, which indicates that they lack relevant job knowledge and skills,

understand the job-related goals, and know how to perform functional behaviors in order to reach those goals. (Ashford & Cummings, 1985; Taylor et al., 1984; Tubre & Collins, 2000). A supervisor should always be asked questions so that they can gain clarity on the responsibilities that are involved in their role, which is seen to positively influence the worker's performance on the job. The supervisor can facilitate better teamwork by periodically checking on their subordinates to determine if they are clear about their individual and/or collective objectives and goals, as well as gauging the degree to which they are aware of those goals (Ganesh & Gupta, 2010).

There is a possibility that managers can keep an open feedback process as a means of reducing some of the risk associated with their subordinates' apprehension regarding their evaluations. It is in such situations where subordinates can better understand themselves and the strengths and weaknesses they possess (Okhankhuele & Adetayo, 2023). This study contributes to the COR literature by examining the relationship between Job stress and workplace performance in relation to COR. Particularly, we found that the level of job stress was negatively related to the level of goal-focused leadership behaviors of leaders. In line with research conducted at the subordinate level, our 183 results implied that the negative effects of sentimental exhaustion relating to workplace performance extend to managerial levels, in addition to that their capability to do their job description adversely is adversely affected as well (Reb et al., 2023).

We believe that our findings might impart to the COR literature in the sense regarding their assessment of several elements of performing job that are associated with organizational objectives, as recommended by (Witt et al., 2022). Additionally, this result contributes to our understanding of the antecedents of GFLB, as GFLB researchers have emphasized the importance of identifying outcomes in their studies (Perry et al., 2023). Obsessive passion is a type of passion that is urged to do something uncontrollably participates in an activity, which can lead to positive outcomes if it becomes obsessive. In the context of work, it may refer to a healthy obsession with work or achieving certain goals, which can control stress and burnout. BLM refers to a focus on financial results and profit above all else. Leaders with a strong BLM may prioritize financial outcomes over the well-being of their employees, which can contribute to a stressful work environment. Passionate people may experience negative emotions once they are no longer engaged in an activity, they are passionate about (e.g., guilt for engaging in such an activity when they should not have done so) when an obsession leads them to engage in the activity even when they should not be engaging in it. It is thought that obsessive passion (Vallerand et al., 2023) results from a controlled internalization of an activity which is passionate into the identity of the individual. As a result of the activity being connected to an intra- and/or interpersonal contingency, such as self-esteem, social acceptance, and achieving a high level of performance, a controlled internalization occurs.

The factors of leadership behavior, and perceived organizational support by Burke et al. (2008), are viewed as important predictors of performance, and play an important role in the outcome. As suggest that perceived organizational support is strongly related to leadership behavior (Brickerson, 2023). So, the absence of leadership support by a leader can be one of the most important factors contributing to employee dissatisfaction and burnout by Maslach et al. (2001), which has the same results as the absence of organizational support (Rude, 2023). It should be noted, however, that very little research has been conducted that explores the relationship between perceived organizational support, leadership behavior, and job satisfaction (Eisenberger et al., 2023). Furthermore, suggest that employees who feel supported by their organization and care about the organization are likely to engage in activities that assist the organization in reaching its goals, as stated by (Brickerson, 2023). Therefore, we find the Moderating effect of Perceived Organizational support on the relation of leaders BLM and Goal-focused leader behavior positive like the study of which can support our findings.

Future Recommendations

There are several limitations to our study, as with any other research study. First, the data were cross-sectional. As it is mentioned earlier, it is impossible for us to infer causality based on empirical evidence alone. In spite of this, some research methodologists still hold causality can be determined by past investigational on the basis of longitudinal studies (MacKinnon et.al., 2012). It is believed in the case, that

it is so. This study is based on COR theory by (Hobfoll, 1989) and hypotheses of the study are consistent with the research that has been 220 conducted in COR theory. The results of our study are also in line with previous research that has consistently shown the influence of emotional exhaustion on psychological processes and performance outcomes (Wright & Cropanzano, 1998). In addition, we rejected the study conducted two years prior to ours by (Quade et al.,2020). Some studies demonstrated that supervisor BLM negatively impacts the performance of employees within the organization. According to Halbesleben and Bowler (2007), the role of motivational factors in mediating the relationship of emotional exhaustion of employees and work performance. Consequently, it is considered that the model is based on extant (COR) theory and previous research.

There is also another limitation of study that is the issue of common method variance (Podsakoff et al., 2003). Data is collected by survey, and the data is primary in nature. However, many steps are taken in account for finding the issue. We used distinct resources for rating variables. Although, regarding data collection from primary data collection method, front-line managers gave report about their own level of emotional, cognitive and stress interpretations, whereas front-line managers evaluated their middle manager who has Bottom-line Mentality. Furthermore, when it is tested the association of supervisor job stress and GFLB, front-line managers rated their own GFLB that assist subordinates. Furthermore, as mentioned in the previous chapter, we showed a HTMT and t-test. Moreover, it includes Obsessive passion and perceived organizational support as moderating variable. According to the research of Lindell and Whitney's (2001) it is recommended that future researchers can include a theoretically distinct and unrelated marker variable (Huddy & Khatib, 2007). The Cronbach's alpha value of every 221 variable was more than 0.50 and significant association found in variables in our model.

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