

Cite this Article: Zia, S., Anwar, S., & Asif, M. (2026). Unpacking the Drivers of Goal-Focused Leader Behaviour: A Moderated-Mediation Model of Supervisor Emotional Exhaustion, Bottom-Line Mentality, Obsessive Passion, and Perceived Organizational Support. *Journal of Regional Studies Review*, 5(4), 37-48. <https://doi.org/10.62843/jrsr/v.iv.221>

RESEARCH ARTICLE

JOURNAL OF REGIONAL STUDIES REVIEW (JRSR)

Unpacking the Drivers of Goal-Focused Leader Behaviour: A Moderated-Mediation Model of Supervisor Emotional Exhaustion, Bottom-Line Mentality, Obsessive Passion, and Perceived Organizational Support

Saima Zia ^a Sana Anwar ^b Muhammad Asif ^c

Corresponding Author: Saima Zia; Saimaziatuf1@gmail.com



Abstract: The aim of the research study is to investigate the impact of Emotional Exhaustion on Goal Focused Leader behaviour. Hypothesizing Supervisors Bottom Line Mentality is also playing a vital role to justify the relationship of the variables with the moderating effect of obsessive passion and Perceived Organizational support. For justification of the relationship of the variables Conservation of Resource Theory is applied in this research study. Data is collected by the front-line managers of banking sector of Punjab Pakistan. Non-probability sampling technique is used for data collection. Data is analysed by using SPSS and SMART PLS (SEM), this study addressed the relationship between the proposed theoretical model and 383 valid research questionnaires. The study addressed that all the hypotheses have signification relationship of mediation and moderation. Study has theoretical and practical implication..

Keywords: Emotional Exhaustion, Bottom-Line mentality, Goal-Focused Leader Behaviour, Obsessive Passion, Perceived Organizational Support, PLS-SEM

Introduction

The contemporary banking sector operates within an environment characterized by stringent compliance framework, high-friction target attainment, and relentless organizational change (Cucinelli et al., 2026). Financial institutions work as vital engines of national stability in emerging developing countries like, Pakistan. These financial institutions operates under continuous exposure to serve macroeconomics volatility, structural liquidity constraints, and rapid regulatory shifts (Yousaf, 2026). In the corporate hierarchy, the middle management occupies a unique demanding position (Li & Zhang, 2026). Supervisory personnels face a continuous high pressure of work of the dual strain: incorporating corporate objectives that is given by senior leaders and translating these objectives to the frontline managers and motivating and driving the frontline managers in the unpredicted market condition (George, 2024). In commercial banking the performance matrix is directly tied to credit risk mitigation, liquidity maintenance, strict revenue targets, audit compliance, insufficient autonomy, scarce administration, sustained imbalance between their day-to-day job demand is compound by limited structural support and their available psychological coping mechanism (Valsania et al., 2022). Consequently, these systematic imbalance manifests as a severe psychological depletion, Emotional Exhaustion (EE) is a core dimension of Burnout characterised by emotional fatigue, severe energy depletion and inability to give more to one self's professional role (Zia et al., 2025).

^a Assistant Professor, Management Sciences, The University of Education, Lahore, Punjab, Pakistan.

^b PhD Scholar (Management Sciences), National Business School, The University of Faisalabad, Faisalabad, Punjab, Pakistan.

^c Assistant Professor, Management Sciences, University of Gwadar, Gwadar, Balochistan, Pakistan.

According to prior body of knowledge there is less empirical research addresses how a supervisor's psychological condition fundamentally alters their mental orientation towards performance outcomes and ultimately shapes their workplace leader behaviour, while substantial studies of organizational literature has established the negative impact of managerial burnout on employee physical and mental health, personal wellbeing and turnover intention (Arain et al., 2026). Modern organizational behaviour suggested that psychological behaviour suggested psychological strain actively change how supervisors process information, weigh priorities, and interact with subordinates (Lavoie et al., 2026). In the high-pressure working environment, EE in managers impacts the cognitive bandwidth, transfer how these supervisors conceptualize their duties in this stressed working environment (Tripp, 2026). Moreover, managers who are resource depleted increasingly prone to adopt a bottom-line mentality (BLM), a single minded, and one-dimensional cognitive framework, where a supervisor focuses on securing immediate operational and financial performance targets, often neglecting the employee well being, long term talent development, ethical standards, or wide organizational success (Ra et al., 2025). There are prior studies which investigated how supervisor's Emotional Exhaustion increases a Bottom-line mentality (BLM) and ultimately dictates workplace actions, which are relies on Conservation of resource Theory (COR) as a primary foundation of the study (Ali & Ahmad, 2026). Individual's posses a finite pool of valued physical, psychological and emotional resources, and are motivated to gain, retain, accumulate and protect these resources (Donmez & Avci, 2026). When employees face environment that their resources, cause actual lose of resources, or prevent resource gain following personal investment, they profound strain and deploy defensive mechanism to prevent the loss. In Pakistani banking sector, the middle mangers face EE and represent a critical state of severe loss, where leaders feel stripped of the emotional energy required to engage in multi dimensional decision making in complex environment (Andersen et al., 2025).

In the condition of severe resource depletion, engaging in holistic and empathetic environment, ultimately, long term leadership becomes extraordinary difficult, as it demands considerable cognitive time, energy, and emotional investment resources the exhausted supervisor simply no longer possesses (Zia & Ummar, 2025). To protect their psychological bandwidth while ultimately avoiding the immediate, job threatening results of failing to meet organizational key performance indicator, the supervisors adopt a defensive cognitive shortcut (Guledani, 2026). By reducing diverse stakeholders need. Complex organizational realities and nuances employee dynamics down to binary financial targets success versus failure the exhausted supervisor simply their decision making calculate. This target orientation to maintain their remaining, depleted energy exclusively towards immediate targets survival, effectively filtering out secondary considerations that would otherwise consume valuable psychological bandwidth (Benson, 2026).

Under the influence of a high BLM, an emotionally exhausted managers utilizes Goal-Focused leader behaviour not to mentor, guide, or structurally support team members, but as a rigid, hyper directive mechanism to force rapid compliance and extract immediate numerical results from subordinates (Zia, Khan, et al., 2025). Because the exhausted supervisor views performance targets as their sole shield against further professional failure and organizational scrutiny, their goal setting behaviour becomes hyper focused, uncompromising, and transactional. Broader consideration such as team climate, employee developmental needs, interpersonal empathy, and ethical boundaries is sidelined because they require emotional and cognitive resources the leader cannot afford to expend. Consequently, the Supervisor's Goal-Focused Leader Behaviour becomes a direct instrument through which their internal psychological strain and narrow cognitive focus are projected onto their immediate work environment and direct reports (Kim et al., 2018).

Despite the obvious practical relevance of these dynamics, a distinct gap remains in the organizational literature regarding they empirical mechanisms connecting supervisory burnout to the direct leadership styles in the emerging market (Zopiatis & Constanti, 2010). Existing studies frequently examine EE in relation to personal health outcomes or broad performance drops, yet they explore how internal resources loss alter specie cognitive mechanism like BLM to produce distinct leadership configurations like GFLB (Zia et al., 2024). Examining these structural pathways within commercial banks in Pakistan is particularly valuable

given the country's unique macroeconomics headwinds, high inflation, intense market competition, and demanding regulatory compliance requirements, all of which accentuate managerial strain (Khan et al., 2026).

According to empirical investigation the impact of the study is to check impact of EE on GFLB and examining the mediating impact of BLM of supervisors in the relationship of ee and GFLB within the banking sector of Pakistan, the relationship of the variables of the study is supported by COR theory. This study also investigates the impact of supervisors' obsessive passion and Perceived Organizational Support in the banking sector of Pakistan.

Research Objectives

The objectives of this research study are following:

1. To investigate the impact of Supervisor Emotional Exhaustion (EE) on Goal Focused Leader Behaviour (GFLB).
2. The mediating mechanism of Supervisor's Bottom Line Mentality (BLM) in the connection of EE and GFLB.
3. The first stage moderating influence of supervisor Obsessive Passion (OP) on the transaction of EE and BLM.
4. The second stage moderating influence of Perceived Organizational Support (POS) on the relationship between BLM and GFLB.

Research Objectives

The research questions which are related to research objectives are following:

RQ1: What is the impact of Supervisor Emotional Exhaustion (EE) on Goal Focused Leader Behaviour (GFLB)?

RQ2: What is the mediating mechanism of Supervisor's Bottom Line Mentality (BLM) in the connection of EE and GFLB?

RQ3: What is the first stage moderating influence of supervisor Obsessive Passion (OP) on the transaction of EE and BLM?

RQ4: What is the second stage moderating influence of Perceived Organizational Support (POS) on the relationship between BLM and GFLB?

Problem Statement

To achieve superior operational efficiency and remain competitive, banks in Punjab, Pakistan, increasingly place extraordinary workload on their employees to meet strict organizational deadlines and maintain continuous service delivery (Rizvi et al., 2025). However, relentless drives for performance creates substantial job-related emotional exhaustion and emotional strain (Fastje et al., 2023). When middle managers and supervisors experience high level of stress, it often results in supervisors EE, severally undermining their capacity to display to display constructive GFLB such as setting clear performance expectation, providing actionable feedback, an aligning team efforts broader strategic objectives (Sahakoski, 2024). Instead of fostering employee growth and deficiency, emotionally depleted bank supervisors frequently adopt a rigid BLM, focusing Sigle mindedly on short term financial outputs to the exclusion of employee well being ethical standards, and long-term developmental goals (Bertola, 2026). This mechanism is further compounded by individual personally traits, such as OP, where supervisor driven by a compulsive fixation on work targets may exacerbate high stress environments under resource constrained conditions (Ebeh & Ezirim, 2025).

Conversely, organizational resources like POS can serve as a vital boundary condition, potentially mitigating the negative impact of EE on supervisors' behaviour and buffering against narrow bottom-line mentality (Zia & Ahmad, 2023). Despite growing awareness of workplace trauma and stress among banking

staff in Punjab, limited empirical research addresses how supervisors' internal psychological resource loss influences their leadership behaviour towards organizational goals (Aftab & Yazdani, 2026). Without understanding how supervisors EE translate into a BLM, or how factors like OP and POS alter this process, banking authorities in Pakistan cannot implement effective interventions or create platform that facilitate healthy coping mechanism (Saleem et al., 2025). Therefore, there is an urgent need to examine this moderated mediation farmwork to enables bank supervisors to operate effectively, sustain high performance, an deduce workplace exhaustion.

Development of Hypotheses and Literature Review

Conservation of Resource Theory (COR theory)

The Conservation of Resource Theory (COR theory) posits that individual actively strive to acquire, preserve, and protects valued resources encompassing objectives, conditions, personal traits, and energeias (Hobfoll, 1989, 1991). Resources valuation is subjective, shaped by personal experiences and experiences and environmental context. Consequently, a potential resource, such as family time, can turn into resource of psychological strain under toxic conditions like an abusive relationship (Ilyas et al., 2025). A central tenet of COR theory is the Primacy of resource loss, which dictates that resource loss exerts a disproportionately stronger and faster psychological impact than an equivalent resource gain. Without organizational support, this rapid depletion ultimately leads to serve strain and diminished performance.

EE and GFLB

Emotional Exhaustion represents a critical psychological state in which excessive workplace demands outstrip an individual' available energy and cognitive resources (Ekedama & Igbini, 2026). According to COR theory, individuals actively strive to acquire, preserve, and protect resources, and psychological strain ensures when these valued resources are depleted or threatened (Donmez & Avci, 2026). When bank supervisor experience high levels of EE, their core psychological capital is significantly drained, hindering their capacity to exhibit constructive behaviour such as GFLB, which entails setting clear objectives, providing structural feedback, and aligning employee efforts with strategic (Gomes, 2025). Under resource depleting to conserve their remaining psychological resources, resulting in a decline in overall leadership efficiency.

H1: EE has significant impact on GFLB.

Mediating Mechanism of Supervisor's BLM in the Connection of EE and GFLB

Under the tent of COR theory, severe psychological resources depletion such as supervisor's EE forces leaders into defensive resources preservation (Abi Abdallah et al., 2026). In high pressure banking environment, emotionally depleted supervisors shift away from resources intensive leadership and adopt a narrow BLM, priorities immediate financial targets over ethical values and employees well being (Arain et al., 2026). However, this exclusive focus on short outputs undermines constructive GFLB, replacing structured coaching, feedback, and role clarity with rigid transactional demands (Ma & Cai, 2026). Consequently, supervisor's BLM acts as the underlying cognitive mechanism through which EE reduces GFLB efficiency.

H2: BLM significantly mediates between the relationship of EE and GFLB.

Moderating Influence of Supervisor Obsessive Passion (OP) on the Relationship of EE and BLM

Grounded in Conservation of Resources Theory, personal disposition shape how individuals respond to resource depletion (Marx-Fleck et al., 2021). Obsessive Passion (OP) reflects a compulsive inner drive that forces leaders to fixate rigidly on work targets (Subrahmanyam, 2026). When emotionally exhausted supervisors exhibit high obsessive Passion, their energetic depletion pairs with an uncomfortable pressure to perform (Choi, 2026). Instead of conserving energy, they intensify their efforts on short term outputs accelerating a defensive cognitive shift towards a narrow BLM (Naseer & Naqvi, 2026). Conversely, low obsessive passion buffers this effect by easing the compulsive focus on immediate targets. Thus, obsessive

passion serves as an amplifying boundary condition that strengthens the impacts of emotional on bottom line mentality.

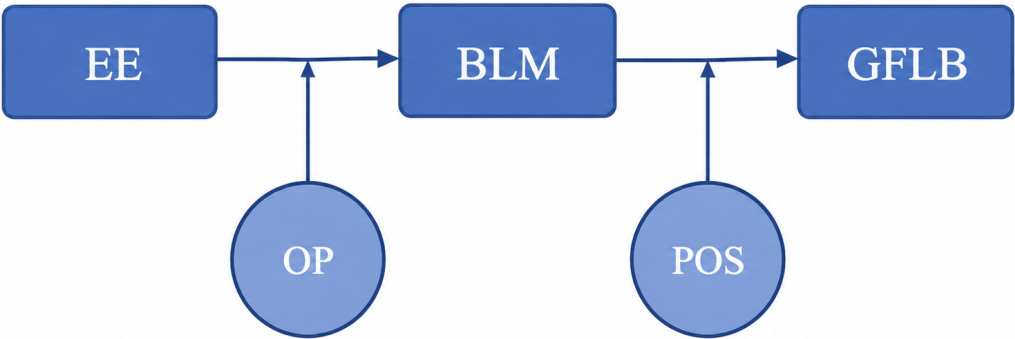
H3: OP significantly moderated on the relationship of EE and BLM

Moderating Influence of Perceived Organizational Support (POS) on the Relationship of BLM and GFLB

According to COR theory, external organizational resources can buffer against the negative behavioural results of psychological strain (Hasanein & Khairy, 2026). POS reflects a leader’s belief that the organization values their contributions and well-being (Jun & Lee, 2026). While a BLM typically inhibits constructive GFLB by restricting focus to narrow financial targets, high POS provides resource buffer (Arain et al., 2026). His institutional backing gives supervisors the psychological safety needed to maintain broader, supportive leadership practices such as coaching and objectives setting despite bottom line pressure (Edmondson, 2018). Conserve, low POS amplifies narrow bottom-line mentality, further deteriorating GFLB. Thus, POS acts as a proactive boundary condition that weakens the adverse impact of BLM on GFLB.

H4: POS significantly moderated on the relationship of BLM and GFLB

Figure 1
Research Model



Research Methodology

Selecting appropriate research methods requires a clear comprehension of the foundational assumptions that underpin research philosophy (Saunders et al., 2012). Research must be mindful of the philosophical positions inherent in their chosen research strategy to fully grasp both the execution and the scope of their investigation. Driven by the core objectives of this study, a quantitative research design was adopted, anchored in a positivist philosophical stance. Positivism is suitable for this research study as it provides a structured farmwork to empirically evaluates and test the proposed research hypothesis (Omodan, 2024). When an inquiry seeks to measure and quantify structural relationship among variables, a positivist approach offers the necessary objectives. By treating social reality as an observable and measurable phenomenon, this philosophy aligns closely with natural sciences methodologies, string to generates reliable, like generalizability across organizational contexts (Almusaed et al., 2025).

Data Collection and Sampling Strategy

Non-probability sampling effectively fulfills empirical research objectives when rigorously controlled, yielding reliable findings despite lacking random selection (Cooper et al., 2006). Aligned with the study goals, a purposive sampling technique is adopted. This is the cross-sectional study design, for the data collection purpose electronically administrated questionnaire distributed to the middle manager in banking sector of Punjab, Pakistan. The targeted population encompasses all private and public banks in Punjab. To ensure statistical power and generalizability, the sample size was targeted to exceed the recommended threshold of

N= 207 (Hair et al., 2012; Sekaran, 2010). In the initial stage we distribute 400 questionnaires electronically and we received 385 responses. The questionnaire was filled by the age group from 25 to 50. After defining the missing values, we find the 383 questionnaires with full response for further evaluation.

Measurement Instrument

Researchers often use Likert scales or rating scales to assign numerical values to responses for analysis. 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

Measurement Instrument

Variables	No of Items	Authors	Cronbach's Alpha value
Emotional Exhaustion	9 items	(Maslach et al., 1997)	0.90
BLM	4 items	(Greenbaum et al., 2012)	0.90
Supervisor's Goal focused leader behaviour	5 items	(Colbert & Witt., 2009)	0.92
Obsessive Passion	10 items	(Vallerand et al., 2003)	0.86
POS	6 items	(Eisenberger et al., 1986)	0.71

Instrument adopted by Maslach and Leiter, (1996), for EE, which consists of nine items, for example "I feel Frustrated by my job". The Supervisors bottom line mentality consists of four items and adopted by Greenbaum et al, (2012) for example, "my supervisor cares more about profits than his/her employee". The instrument of GFLB is adopted by Colbert and Witt's (2009) which is consists of five items, for example, "my supervisor provides directions and define priorities." Instruments of Obsessive passion's instrument is adopted by Vallerand et al. (2003), which consists of ten items. Instruments of POS is adopted by Eisenberger et al. (1986), which is consists of six items.

Descriptive Statistics

After collection of data, the next stage was to evaluate data. Data is processed by IBM-SPSS it is found that 218 male participants and 165 female participants filled the data. Demographic data demonstrates that there are 43% are male and 57% are female in workplace. Data shows that 9.8% of respondents have bachelor's degree and 39% of the respondents have master's degree. 44% of respondents holds MPhil/MS degree and only 1.5 respondents hold postgraduate degree. Long working hours and hectic routine can be the reason of EE among employees. After evaluation of data, it is found that only 19% of the employees worked for 5-7 hours and 56% of respondents work for 8-10 hours per day. While 27% of the managers work for 11 hours in public or private banking sector of Punjab Pakistan. The study explains the job tenure of the employees with managers and explained the working experience with their managers.

Structural Equation Modelling (PLS-SEM)

Smart PLS SEM is a powerful predictive model. In this study data is evaluated through PLS SEM by Hair et al. (2017).

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

In PLS path modelling HTMT is recommended to use for assessing discriminant validity. HTMT is more efficient than cross-loading and Fornell Larker (Henseler et al., 2015). According to Hair et al. (2017), the threshold values for HTMT are 0.85 and 0.90. In this research study all the evaluated values fell below the acceptable level and threshold. As a result, it is considered that all the decrement validity is robust in this research study. The results of HTMT are shown in Table 2.

Table 2
HTMT

	BLM	EE	GFLB	OP	POS
BLM					
EE	0.41				
GFLB	0.397	0.462			
OP	0.248	0.478	0.55		
POS	0.235	0.544	0.464	0.592	

2. Construct Reliability and Validity

What an instrument claims to measure is called validity and reliability is the ability to measure to produce consistent results with accurate values (Blumberg et al., 2014). The validity and reliability are evaluated to refine the measurement model. Item iteratively assessed to maximised internal consistency, retaining only those items with meeting a minimum Cronbach’s alpha threshold of 0.50. Construct reliability is examined to evaluate internal consistency across the instrument’s component; convergent validity is established using the Average Variance Extracted (AVE).

Table 3 showing the validity of the model, based on the metrics mentioned above. Constructs are homogenous is indicated by Cronbach’s alpha value (greater than 0.50), according to Cronbach’s alpha analysis. These values fall between 0.50 and 0.90 according to Nunnally’s guidelines (Gots, Liehr & Krafft, 2009). Table 3 indicates that all numbers fall over 0.70 that shows it reliability, which is considered good and indicates that the scale is reliable. To determine discriminant validity a correlation between construct is used. If AVE value is greater than 0.50, more than half the variance value can be explained by manifest variables (Hair et al., 2017). Construct reliability is demonstrated by Cronbach’s alpha values more than recommended threshold (Nunnally,1978; Gots et al., 2010). Moreover, convergent validity is established as the AVE for all latent constructs exceeded the standard 0.50 benchmark (Hair et al., 2017). This standard confirms that items have majority of construct variance and acceptable.

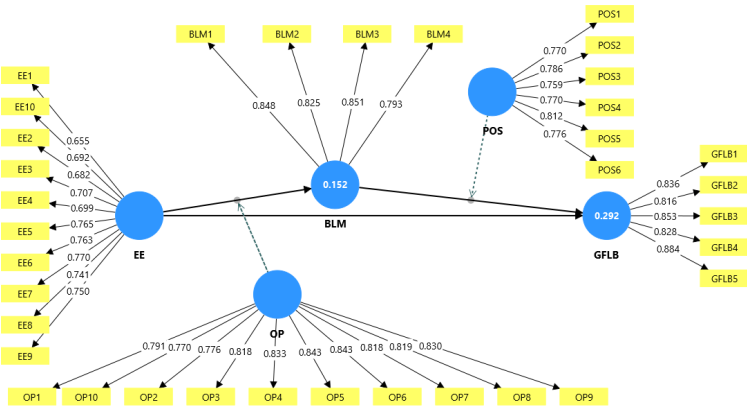
Table 3
Average Extracted Variance (AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
BLM	0.848	0.851	0.897	0.687
EE	0.898	0.902	0.915	0.523
GFLB	0.898	0.902	0.924	0.713
OP	0.943	0.952	0.953	0.662
POS	0.872	0.872	0.903	0.606

Structural Model

Structural model evaluation on critical parameters such as t-values and the coefficient of determination (R²). After bootstrapping the result show the R² value which is used to examine the fitness of model and explanatory strength of the model. The dependent variable’s explained variance met the threshold of the study, confirms that the model’ overall adequacy. Indicator validity and construct is further substantiated by high Cronbach’s alpha values across all latent and outer loading greater than 0.50 (p < 0.005).

Figure 2



Hypotheses Testing

Following table shows the robustness of the evaluated results and shows the significance of variables: -

Table 4
Hypotheses Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EE -> GFLB	0.196	0.2	0.061	3.201	0.001
EE -> BLM -> GFLB	0.056	0.056	0.021	2.686	0.007
OP x EE -> BLM	0.062	0.058	0.031	1.96	0.05
POS x BLM -> GFLB	-0.118	-0.12	0.054	2.162	0.031

The following tables show the original sample and sample means value. P value of all hypotheses is less then 0.05 which shows that all hypotheses have significant relationship and acceptance of hypothesis in this research study.

Discussion

Implications from the Theoretical Perspective

This study is grounded in Conservation of Resources (COR) theory, which expands the literature on Emotional Exhaustion, supervisor's Bottom line Mentality (BLM), and supervisory outcomes. We found that EE has negative impact on GFLB and demonstrated how resource depletion hinders the capacity of a leader to translate the organizational strategies into actionable goals (Mohammed et al., 2023). Moreover, the findings of the study show the negative relationship of the EE and BLM, theoretically link resource and supervisory mind set (Rice & Reed, 2021). Prior research's framing that BLM as strictly dysfunctional or backfiring (Quade et al., 2020), our results indicate that supervisor's BLM performs outcomes and positively align with GFLB. Furthermore, this research study explains that how obsessive passion mitigates the negative impact of EE on supervisor BLM. Moreover, this study explains that how POS positively supports the relationship of BLM and GFLB and positively effect this association. By identifying key antecedents of supervisory behaviour, this research study expands the nomological network of BLM and highlights the critical role of boundary condition in stress-outcomes associations.

Practical Implications

This research study has practical implication as well as theoretical implications regarding emotionally exhausted and BLM supervisors. Practically, organizations must monitor supervisory EE, as mental fatigue impairs GFLB and prompts managers to prioritize short-term bottom-line targets over fair leadership and wide strategic goals and objectives. Furthermore, a single-minded bottom-line mentality among supervisors

can occasionally drive task achievement, its unmanaged application risks damaging interpersonal association and performance of subordinates (Sezer et al., 2022). To mitigate this, organization should adjust reward system that overemphasize profit at all-cost behavior and integrate obsessive passion and support into middle managers that can make them viable to complete organizational goals and guide frontline managers in service as well as manufacturer industry. This study gives directions to the organizations to make passionate and support from the organizations make supervisors more profitable for organizations.

Future Directions and Limitations

This qualitative research study is empirical research; this study also has limitations that provide valuable opportunities for further investigation. This is a one short and cross-sectional research study; future research can employ longitudinal design to evaluate time series data to assess the temporal dynamics between the BLM and GFLB via Durbin-Watson statistics. Secondly, the sample size of this research study is modest and sufficient to detect small effect sizes, expanding sample sizes in future studies or multi-level research will minimize bias in estimation (Li & Wang, 2022). Thirdly, researchers should test the nomological network of supervisor's BLM and GFLB at the team level to evaluate macro-outcomes like turnover, workplace participation, and team effort. Finally, future researchers should explore critical boundary conditions and moderating mechanisms including specific work stressors such as time pressure, job risk, work life conflict, and communication gaps that may attenuate or increase the EE and GFLB associations.

Conclusion

Partial Least Squares Structural Equation Modelling (PLS-SEM) is applied to evaluate the structural relationship among the proposed variables. Prior research studies highlight a strong alignment between research satisfaction and operational quality assurance frameworks (Jabbar & Hussin, 2019). However, an occupational demand frequently surplus as individual's coping resources, emotional exhaustion emerges a widespread phenomenon across diverse organizational setting (Si et al., 2023). In the banking sector of Pakistan, extended work hours and intense operational demands make work related stress, as a result, impairing performance and achievement of organizational goals (Park et al., 2022). Specially, factors like inadequate administrative and organizational support, heavy workload, time pressure, interpersonal relationship, occupational risk, work-family conflict triggers stress level among middle line managers that can hinders the strategic goals to frontline managers. That can have ultimately impact on achievements of organizational goals and undermine their capacity to achieve strategic objectives (Ehsan & Ali, 2019).

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