

RESEARCH ARTICLE

Impact of Bottom-Line Mentality of Supervisors on Goal-Focused Leader Behavior with the Moderating Role of Perceived Organizational Support

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Abstract: The research study aims to expand the literature regarding the interaction between supervisor bottom-line mentality (BLM) and goal-focused leader behaviour (i.e., an important aspect of supervisory performance) with the help of Conservation of Resource Theory. Exclusively, we propose Perceived Organizational Support as a moderating variable on the relation of BLM of supervisors and Goal-Focused Leader Behaviour. Employees (supervisors) of the banking sector in Punjab, Pakistan, collected data to examine the relationship between these variables. We used SPSS version 27 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 356 valid research questionnaires with a response rate of 92% through PLS-SEM to assess the relationship between the proposed theoretical model. In this research study, all hypotheses are supported and have theoretical and practical implications for service industries.

Keywords: Supervisor's Bottom-line Mentality (BLM), Perceived Organizational Support (POS), Supervisor Goal Focused Leader Behavior (GFLB), PLS-SEM (Partial Least Squares Structural Equation Modelling)

Introduction

Background of Study

Banking is the fastest-growing business sector in Pakistan. The performance of Pakistan's banking sector is graded second among Asian countries, according to a World Bank study (Singh et al., 2024). 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 (Goyal, 2023).

To survive in business activities for the long term, organizations need employees who make extraordinary efforts (Nayal et al., 2022). In the context of Pakistan, one of the emerging concepts of study is toxic leadership (Haider & Yean, 2023). The impacts of destructive leadership on individual-level individual-level outcomes have been studied more in the banking sector of Pakistan (Zafar & Muhammad, 2022). The bottom-line mentality is depicted as "lacking a multifaceted view of competing priorities in regards to safeguarding bottom-line outcomes", as explored by (Greenbaum et al., 2012). The role of the banking sector is important for the economy; it is possible for banks to gain the confidence of the general public by improving their performance (Awwad et al., 2022).

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The organization's support is a reflection of how much value the organization places on the employees as well as its appreciation for the contribution they make to the organization (Babalola et al., [2021](#)). There are many factors that determine the perception of support among bank employees, such as approval, respect, rewards, and a sense of security (Bhutta et al., [2024](#)). Consequently, a service provider organization is responsible for recognizing the contributions of their employees, attaching importance to their wellbeing, and satisfying their need to belong, to feel respected, and to feel accepted by focusing on the happiness of their employees (Findler et al., [2007](#)).

Greenbaum et al. ([2012](#)) define "bottom line" as a measure of profitability within an organization. As a result of competitive business conditions, leaders consistently prioritize bottom-line results (Babalola et al., [2021](#)). Often, supervisors focus on BLM as a means of motivating their employees (Yukl, [2013](#)). In order to achieve the organization's financial success, it may inspire personnel to achieve customer satisfaction regarding ratings and generate a particular bonus (Babalola et al., [2022](#)). Setting realistic goals and deadlines, providing resources and provisions to help employees attain their organizational goals, and developing leadership skills, such as empathy, to help leaders manage stress and lead effectively. Leaders can reduce stress by open communication in the working environment to achieve organizational goals (Lui et al., [2024](#)).

It has become apparent that POS is important because employees are more likely to be dedicated if their employer shows concern for them (Krishnan & Mary, [2012](#)). Based on POS, it can be defined as the belief that a company values and cares for its employees. The resource construct underpins COR theory; resources as value is something that may be explained in a variability of different ways depending on the context (Bon & Shire, [2022](#)). Almost anything good can be considered a resource, which is one of the common criticisms of the theory (Hobfoll, [2001](#)).

According to our study, supervisors' bottom-line mentality can increase the goals and achievement objectives of supervisors; they will be eligible to achieve certain goals and objectives, which will positively affect their personal performance; managers will attempt to increase performance when leaders have a bottom-line mentality (Rice & Reed, [2021](#)). This study will be very helpful for banks and the service industry. Small Medium Enterprises (SMEs) are one of the largest contributors to global GDP, employment, and global development in emerging economies, especially in developing countries, according to the World Bank, 2020 (Mer & Viridi, [2024](#)).

In this study, the relationship between BLM of supervisors and Goals-focused leaders' behaviour is examined to extend the literature on the Conservation of Resource Theory (COR). This study explores how BLM impacts goal-focused behaviour through the moderation of POS. Employees of Punjab province banks demonstrate goal-focused leadership behaviour. All the public and commercial banks of Punjab are the population size of this research.

Research Objective

These are the research objectives related to this research study, which is based on the research problem.

1. An investigation of the effect of BLM on GFLB is needed.
2. Identify the effect of POS on the relationship between BLM and GFLB.

Research Questions

The study research questions are mentioned below.

RQ1. What is the impact of BLM on GFLB?

RQ2. What is the impact of POS on the relationship between BLM and Goal-focused leader behaviour?

Statement of Problems

The strong-growing sector of Pakistan is the banking sector (Asrar-ul-Haq & Kuchinke, [2016](#)); psychological distress among banking professionals has increased drastically over the last decade (Asrar et al., [2020](#); Giorgi

et al., [2017](#)). It affects their work performance that leads to revenue (objectives, goals). There may be different reasons for this alarming change, but unsupportive leadership is considered one of the main factors (Asrar-ul-Haq & Anjum, [2020](#)). Task-oriented leadership behaviours: The key problem is that many various titles have been used to classify; for example, task orientation can be referred to as the achievement of an organizational goal (Yüksel Sakinç & Ergün, [2024](#)) or goal emphasizing (Bowers & Seashore, [1966](#)) or initiating structure. In the banking sector of Punjab, Pakistan, there has been a need for continuous change in management strategies, administration, and employee performance (Khan et al., [2023](#)).

Significance of the Study

There have been very few studies on how the bottom-line mentality of leaders impacts goal-focused behavior and job performance in the banking sector (Greenbaum et al., [2023](#)). A number of factors regulate perceived organizational support, including the general perception that the organization values cooperation and the support of its members and is concerned about their wellbeing and future (Bhatti, 2024). The aim of this research study is to raise awareness among bank managers and supervisors regarding the need to provide the necessary and essential platform to improve goal-focused behaviour in leaders. The BLM of front-line managers of private and public banks in Punjab, Pakistan, could be studied with the results of this study, as well as the importance of perceived organizational support.

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 (Halbesleben et al., [2014](#)). It might be valuable to one person to spend time with family, but it might not be valuable to another, or it can be possible it may even exist perceived as an alarming situation resource other than this one (an abusive relationship can affect one's self-esteem (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 (Halbesleben et al., [2014](#)), loss salience has been applied to "organizational psychology" (Hobfoll, [2011a](#)).

Supervisors BLM and Goal-focused Leader Behavior

Supervisors with relatively high BLM discernible to employees the implication of task performance (Zhang et al., [2024](#)). Our contention is that by doing so, they create low-quality exchange associations with their employees. High-BLM supervisors want employees to perform their tasks consistently. However, employees can't control their own performance directly (Greenbaum et al., [2023b](#)). 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 behaviour 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., [2023b](#)). Supervisory BLM encourages employees to bring superior financial outcomes to the organization (Babalola et al., [2023](#)). To maintain the relationship between employees and organizations, employees underwent increasing performance pressures (Patnaik et al., [2023](#)). Associating performance with critical consequences would encourage BLM supervisors to increase employees' performance pressure by associating performance with bottom-line success. To their subordinates, these constant leaders emphasize the importance of 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 to achieve the required results are non-conformists (people who do not behave the way most people behave), a hindrance, who should be prepared for deprecatory treatment as depicted by Taufik et al. ([2023](#)) and likely to be uncomfortable about their obligation to meet their manager's bottom line (Zia

& Ahmad, 2023). Consequently, Supervisor BLM creates the perfect environment for subordinates to develop performance pressure. This leads to the following hypothesis:

Hypothesis 1: Supervisor BLM is significantly related to Goal-focused leader behaviour.

Perceived Organizational Support

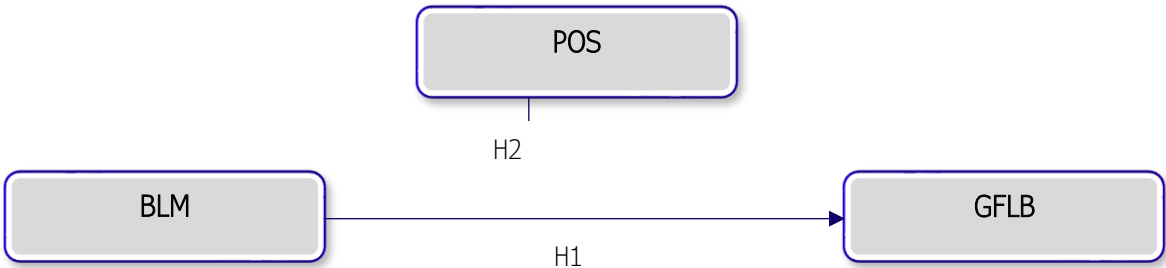
Perceived organizational support has the general perception of the cooperation, value, and support of its members and is anxious about the wellbeing of the employees in future (Patnaik et al., 2023). This, in turn, creates a sense that the organization is important and that it is expected to be given importance (Afshari et al., 2024). Whenever employees perceive that their efforts are aligned with the goals, they are further prospective to expect that their efforts will be rewarded by the organization for their efforts. There will be a further increase in the interchange cycle when this is anticipated. 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 (Onwuchekwa & Ezeanolue, 2023). It has been found that people with high job commitment have job satisfaction, and they have a more optimistic attitude toward their employers (Aldabbas et al., 2023).

Moderating Effect of POS on the Relation of Leaders BLM and Goal-Focused Leader Behavior

The results of many Western studies indicate that leadership behaviour, 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 behaviour is powerfully correlated with POS, according to Rude (2004). Therefore, insufficient leadership warrant is the most influential circumstance contributing to employee disappointment and burnout, which is similar to the absence of organizational support (Virgolino et al., 2017). Conversely, insufficient research has been done in relation to POS, leadership, and job contentment in the place of work. This study aims to examine the moderating association of POS in relation to the behaviour of leaders and their perception of organizational support with the purpose of comprehending the effects of POS on leadership outcomes (Zhang et al., 2020).

Hypothesis 2: POS has a significant impact on the relationship between BLM 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 business and management researchers, it is important to be well informed by the philosophical commitments of selecting a research strategy (Blumberg et al., 2014a). Considering the study's purpose, the quantitative paradigm was selected from a philosophical perspective. The positivist philosophical approach is chosen as this study inspects the hypotheses of research proposed in this study (Antwi & Hamza,

2015). When relationships need to be quantified, a positivist perspective is appropriate (Ryan, 2006). Since reality is observable, the positivist philosophy is closest to natural scientific inquiry (Saunders et al., 2009).

Data Collection and Sampling Strategy

Non-probability sampling is a method for meeting the study's objectives (Cooper, 2006). Non-probability sampling can be a good choice for unexplained population (Cooper et al., 2006). In this research thesis, the data is acquired using a one-shot method. Data is gathered from front line managers of banks (public and commercial) of Punjab district of Pakistan from personally administrated and electronic administrated questionnaire.

A recent study reported that the average sample size of data should exceed 207, as defined by (Hair et al., 2012). An investigation's population mentions the whole set of people, things, and events that pertain to the research subject. Basically, the current study is focused on all banks in the Punjab, Pakistan. Due to resource and time constraints, it hasn't been possible to examine the entire population for this study. From this population, several commercial bank middle managers are selected carefully. According to Sekaran (2006), the size of the sample for the study needs to be large enough to generalize about the population. In the initial stage, we distributed 400 questionnaires, and the response rate was 92% because of the personal administration of data collection. We got 370 questionnaires filled by respondents of the age group of 25 to 56. Some values were missing in some questionnaires. In the final, we got 356 questionnaires with full responses.

Table 1
Instrument for Measurement

Variables	No of Items	Authors	Cronbach's Alpha value
BLM	4 items	(Greenbaum et al., 2012)	0.90
GFLB	5 items	(Colbert & Witt., 2009)	0.92
POS	6 items	(Eisenberger et al., 1997)	0.71

The variables of the research study 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 leadership phenomenon (Carmeli & Sheaffer, 2009; Perry et al., 2010). In addition, the industry can affect supervisor BLM research and cause emotional exhaustion, which leads to stress (Rice & Reed, 2022b). To determine if these alternative explanations had any influence, we had to control them.

Perceived organization support has six items, and these scales were taken from Eisenberger et al. (1997) where 1= "strongly disagree" to 5= "strongly agree"; Cronbach's α =0.71, CR=0.71. Supervisor bottom-line mentality was measured using Greenbaum et al. (2012) four-item scale. Example items are "My supervisor is solely concerned about meeting the bottom line" and "My supervisor cares more about profits than his/her employees' wellbeing" (1= "strongly disagree" to 5= "strongly agree"; Cronbach's α =0.89, CR=0.89). Employees rated their respective supervisor's demonstration of goal-focused leader behaviour 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 400 banking sector employees in Punjab, Pakistan, for the study. The most prevalent problem for reliable as well as valid results, in addition to values that are out-of-range,

is missing values. Less statistical power can result in biased assessments that a dataset has missing data, as defined by (Kang, 2013). Four hundred questionnaires were spread, and after the collection of data, 14 questionnaires with missing values 370, and 356 questionnaires had full responses. We found 188 were male participants, while 168 questionnaires were attempted by the females after the evaluation of data. The data demonstrations are 52.8% of male and 47.2 percent of female respondents at the bank. Concerning education, the data shows that supervisors have bachelor's degrees in 9.8% of respondents, 39% of respondents have master's degrees, 43.3% have MS/MPhil degrees, and only 1.4% have postgraduate degrees. 6.4% of respondents have other diploma degrees or graduate degrees. One possible reason for this can be technological advancement and job shifts, which require skill-based occupations more than degree-oriented jobs. The research was aimed at measuring the bottom-line mentality in supervisors that can be dysfunctional in the achievement of organizational goals. 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 amount of time with their middle managers, and the study can truly demonstrate employee tenure with their supervisors and experiences in the achievement of organizational goals. Following is the demographic assessment by respondents:

Table 2
Demographic Assessment

DV	Category of respondents	Number Count	Percentage Count (%)
Gender	Male	188	52.8
	Female	168	47.2
Age	25-35	87	24.4
	36-45	119	33.4
	36-55	150	42.1
	Total	356	100
Education level	Bachelor's degree	35	9.8
	Master's degree	139	39.0
	MS/MPhil	154	43.3
	Postgraduate	5	1.4
	Others	23	6.5

Analysis Strategy

Distribution of data is crucial when analyzing multivariate data (Hair et al., 2019). According to Hair et al. (2017), PLS-SEM is also valid in cases of abnormally distributed data (Aburumman et al., 2023). In the case of normal distribution of data, Skewness and kurtosis were used to determine. Threshold values given by Tabachnick and Fidell (2007) are 2 for skewness as well as kurtosis, and Stevens (2002) gives thresholds of 2 for skewness and 7 for kurtosis, respectively. Intercorrelations between the latent variables and dependent variables are determined by the degree of multicollinearity, which represents a high multicollinearity value that results in unreliable estimates (Hair et al., 2009). The indication of multicollinearity is measured by the value calculated by the variance inflation factor (VIF). The VIF (variance inflation factor) has a threshold value that is less than 5, and the p-value is less than 0.05 to avoid multicollinearity issues. Consequently, in this research, all values were under 5, with supervisor goal-focused leader behaviour (2.389) being the highest and POS (1.296) being the lowest.

Table 3

Multicollinearity Intercorrelations

	VIF
BLM1	1.823
BLM2	1.839
BLM3	2.067
BLM4	1.809
GFLB1	1.912
GFLB2	1.705
GFLB3	2.076
GFLB4	2.022
GFLB5	2.389
POS1	1.294
POS2	1.269
POS3	1.289
POS4	1.394
POS5	1.368
POS6	1.348

Structural Equation Modelling (PLS-SEM)

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

Heterotrait-monotrait ratio (HTMT) Discriminant validity

Heterotrait-monotrait (HTMT) has great importance for the evaluation of cross-loadings and Fornell Larcker in Monte Carlo simulations, as defined by (Henseler et al., 2015). To assess discriminant validity, the best recommendation is made to use HTMT inference in PLS path modelling. The threshold value of HTMT inference is respectively 0.85 and 0.90, as described by (Roemer et al., 2021). As shown in Table 4, all HTMT values that are shown in the table are acceptable according to the threshold and show a good result of discriminant validity.

Table 4

Heterotrait-monotrait Ratio (HTMT)

	Original sample (O)	Sample mean (M)	2.50%	97.50%
GFLB <-> BLM	0.265	0.267	0.124	0.413
POS <-> BLM	0.091	0.142	0.087	0.224
POS <-> GFLB	0.155	0.195	0.114	0.326

Construct Reliability and Validity

As depicted by Blumberg et al. (2014b), validity is whether an instrument calculates what it claims to measure. Reliability is the measurement of data that produces consistent results that also have consistent, equal values. The reliability tests are conducted with the aim of testing the reliability of the measurement model (Zia & Ahmad, 2023). For a sufficient level of internal consistency and reliability for the construct, the least alpha threshold is 0.50. The internal consistency level of data, which exists in the instrument's

components, is determined by the examination of the construct and the dependability of data. To confirm the convergent validity of the construct items and verify the CV (convergent validity) of the items (construct), the AVE (Average Extracted Variance) is calculated.

Table 5

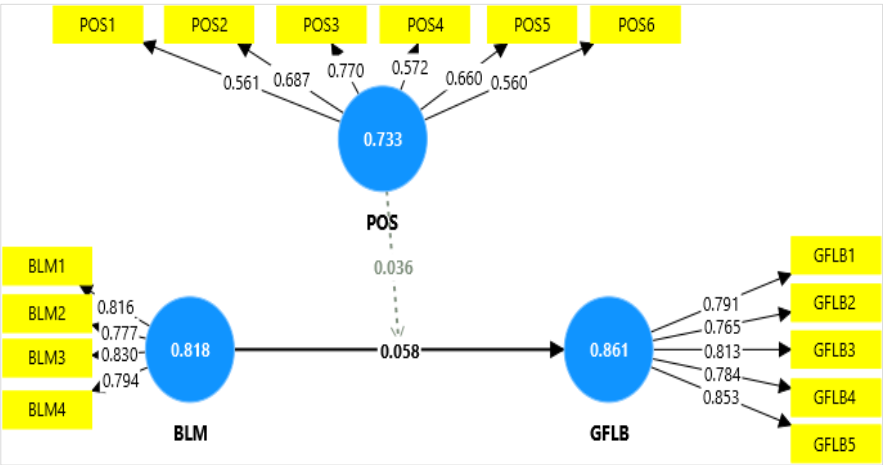
	Cronbach's alpha	(rho_a) Reliability of composites	(rho_c) The composite reliability coefficient	AVE
BLM	0.818	0.823	0.88	0.647
GFLB	0.861	0.864	0.90	0.643
POS	0.733	0.779	0.804	0.500

After the evaluation of data, Table 5 illustrates the validity of the research model. All requirements for valid constructs are gained by data, as shown in Table 5. As defined by Cronbach's alpha, the data is valid if the construct value is more than 0.5; that value indicates that the construct is homogeneous. According to Nunnally's guiding principle, the data is acceptable if this number falls between 0.5 and 0.9 (Gotz & Krafft, 2009). The results after evaluation show the number that indicates that all elements have reliability over 0.50, which is considered good and shows us the scale is reliable after the calculation of data. However, AVE values which are above 0.4 are acceptable (Henseler et al., 2009). In the table, all AVE values of latent constructs are more than 0.50, which indicates that convergent validity is good and acceptable and shows the strength of the measurement scale that is used in this research study.

Structural Model

The existing linkages of latent constructs is identified by examining the association of the latent variables. The t value and R² are two vital characteristics of the research model. The Cronbach's alpha reliability is more than 0.50 in all variables and shows a valid and reliable results.

Figure 2
Structural Model



The model in Figure 2 shows the significant relationship between the variables, and all Cronbach's alpha values of latent variables show a high reliability of more than 0.50. The Cronbach's alpha's reliability is 0.818 for BLM, 0.861 for GFLB and 0.733 for POS. Figure 2 shows that all the values of outer loadings are more than 0.50, which is acceptable and good for bootstrapping. The value of Ave shows the validity and reliability of the results after the evaluation of data.

Hypotheses Testing

Table 6

Structural Model Estimation on Total Sample

	Path Coefficients (β)	Sample mean	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Hypothesis
BLM -> GFLB	0.228	0.229	0.059	3.882	0.000	Accepted
POS x BLM -> GFLB	0.151	0.14	0.071	2.114	0.035	Accepted

We used the estimation of path coefficients using PLS-SEM, which represents the relations hypothesized of variables which are latent (Hair et al., 2017). standardized approach path coefficient values that have a range of -1 to +1. Generally, values which are close to 1 indicate a strong association; however, values which are close to 0 show weak or no relations (Hair et al., 2017). Using "two-tailed tests", t-values are measured in a different way at the significance of different levels, i.e., 3.882 and 2.114 with significance level (Hair et al., 2017). The expected signs were selected based on the hypothesized relations among the latent constructs. Results are presented as a model path, which illustrates the relationship's direction. In both cases, t-values over 1.65 indicated a 5% significance level and t-values over 1.96 indicated a 5% significance level. Path coefficients fluctuated between 0.228 for direct relation and 0.151 for indirect relation of POS on the relationship of BLM and GFLB with t-values of more than 2, showing statistical implication at $P<0.05$. As a result of the results in the table, all the hypothesized relationships in this study were confirmed. Our H1 is "supervisor BLM is significantly related to Goal focused leader behavior", which is accepted and shows the direct effect of the independent variable BLM on GFLB. Our H2 is "POS has a significant impact on the relationship of BLM and Goal-focused leader behavior" moderating variable (POS) has a significant positive impact on the relationship of the independent variable (i.e., BLM) and exogenous variable (i.e., GFLB) and is accepted in this study.

Discussion

Theoretical Implications

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

The purpose of this paper was to extend the COR literature by examining the linkage of POS between supervisors' BLM and supervisory outcomes like GFLB. This study examined the positive relationship between supervisor BLM and GFLB and examined positive role of POS between BLM and GFLB.

Practical Implications

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

Limitations and Future Directions

There are several limitations to our study, as with any research. The data was cross-sectional. 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. To reach a 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. The employee-organization relationship was maintained through these compelling demands (Baucus, 1994), leading to a rise in performance pressure among the employees. The survey method was used to collect all our data. However, this issue was addressed in several ways. 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 BLM. Secondly, we performed moderation 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 between supervisor BLM and GFLB), which can lead to serial correlation. The Durbin-Watson statistic can be used in future studies to analyze supervisor BLM and goal-focused leader behavior. We have a sample size which 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. Future researchers can have large sample sizes as recommended by various researchers, and studies could be like previous studies (Wang et al., [2022](#)).

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 BLM and GFLB. 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, it explores the boundary conditions relating to a supervisor's BLM and the behaviour of goal-oriented leaders. Future researchers can use variables for moderation to explore the relationship between BLM and GFLB. 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 evidence found by us in this study shows that supervisor BLM demonstrates it as a functional mentality and not as a dysfunctional mentality of job performance, as the prior studies suggest (Babalola et al., [2022](#); Greenbaum et al., [2023b](#)). To conclude, we succeeded in extending the supervisor BLM nomological network. Additionally, we discovered an optimistic association between the BLM of supervisors and goal-oriented leadership. According to the findings, supervisor BLM has no disadvantages, as mentioned in prior studies (Mesdaghinia et al., [2018](#); Quade et al., [2020](#)). Greenbaum et al. ([2023](#)) depicted that "despite these findings, little research has been conducted on BLM". The results of our research suggest that contrary to the research, focusing solely on the bottom line leads to positive results. Exclusively, our conclusions recommend that the BLM of the supervisor likely influences GFLB in a distinct and paradoxical manner with the help of POS. Consequently, they are able and willing to translate strategies of organization into recognizable goals for the direction of their subordinates. The findings are significant as the prior study by Rice and Reed ([2021](#)) also supports that BLM have a positive influence on GFLB with the moderating effect of Perceived Organizational Support.

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