[Impact Of Supervisor Bottom Line Mentality On Burnout: Mediating Role Of Emotional Stability And Moderating Role Of Work Life Balance]

Ariba Ramzan

Ph.D Scholar , Institute of Business Administration Khwaja Fareed University of engineering & Information Technology Rahim Yar Khan. ariba.ramzan@kfueit.edu.pk

Nayyra Zeb

Assistant Professor, Institute of Business Administration Khwaja Fareed University of Engineering & Information Technology Rahim Yar Khan. nayyra.zeb@kfueit.edu.pk

ABSTRACT

This study examines the association between bottom-line mentality (BLM) and burnout, emphasizing the moderating effect of work-life balance and the mediating role of emotional stability. Employees with a bottom-line mentality, which is defined by a sole focus on financial or performance goals, are more likely to experience stress and burnout. Since those with poorer emotional stability are more susceptible to the detrimental effects of BLM, this study suggests that emotional stability mediates the relationship between BLM and burnout. Additionally, work-life balance is proposed as a moderator, allowing people to better balance the demands of their personal and professional lives, hence mitigating the association between burnout and BLM. Based on data from a sample of employees in banking sector, the results show that work-life balance moderates the strength of the influence of emotional stability, which strongly mediates the association between BLM and burnout. The findings imply that in order to lessen the detrimental impacts of BLM on worker well-being and burnout, organizations should encourage emotional stability and assist work-life balance activities. This study adds to the expanding body of research on workplace stressors and offers useful advice for boosting workers' mental health and resilience.

Keywords: Bottom-line mentality, burnout, emotional stability, work-life balance

Introduction

In organizational contexts, employees often focus on achieving financially relevant outcomes because their corresponding success usually results in monetary rewards, access to desirable resources, and opportunities for promotion (Latham & Locke, 2007). An employee's priority to secure organizational performance is admirable and often encouraged by organizations (Treviño et al., 2000) to motivate desired employee behavior (e.g., productivity). Nevertheless, there is evidence from several corporate scandals and the general mood of society suggests that employees can have a healthy, balanced emphasis on the bottom line in a direction that highlights dysfunctionality (Pfeffer, 2013). This phenomenon occurs when they adopt a (BLM) or "one-dimensional thinking." it is about getting the bottom line and ignoring competing priorities" (Greenbaum et al., 2012b). To be clear, a BLM is problematic not because it prioritizes the bottom line, but because it represents short-term, tunnel vision, a one-size-fits-all vision.

According to research, a BLM frequently incorporates a win-lose mentality and conservative philosophy (Greenbaum et al., 2012b). Therefore, workers who have a strong BLM may neglect the main procedures, principles, or values in favor of achieving their most desired bottom-line result. This may include being extremely competitive with coworkers including undermining them or even refusing to assist them.

Over the last ten years, an increasing amount of study has examined the advantages or disadvantages of supervisors having a "bottom-line" mentality at work (Eissa et al., 2020; Farasat & Azam, 2022).This reasoning is supported by the findings of a recent study that used the social exchange theory to determine that when managers pursued bottom-line objectives, their employees would feel obligated to do the same and perform better at work (Babalola et al., 2021).But according to a another study, this singular focus actually lowers performance since it lessens social interaction with subordinates (Quade et al.,

2020). It is clear that there is still more to grasp about this relationship (Zhang et al., 2022).

We argue that stress involves more than just social interaction. Consider the idea that subordinates' behavior is inclined by the power of their supervisors (Liden et al., 2006). We contend that managers who follow a bottom-line paradigm will encourage their staff to work. When subordinates don't follow instructions from their supervisor, they risk reprimand, including a pay cut, a promotion, or even termination, which puts further pressure on them. Therefore, we contend that supervisor who have BLM may serve as a stressor for employees. On the other hand, few research explained the link between supervisor BLM and subordinate job performance from the perspective of stress (Greenbaum et al., 2012b).

Later, burnout syndrome was discovered in other professions with high job demands and time pressures (e.g., managers), such as bank personnel. Burnout syndrome was initially recognized in the service industry, such as social services, mental health, and education (Tafi et al., 2022). As a result, in the absence of other goals like employee welfare, BLM becomes the sole issue that should be focused on and worked on (Lin et al., 2022). In organizational life, bottom lines are most frequently used to discussed to profits and losses (Greenbaum et al., 2012b). In this aspect, a manager who priorities bottom-line success over other types of incentive will be obviously encouraged to increase an organization's profitability (Greenbaum et al., 2023).

Personality Big Five model of is used most frequently in studies on the link between personality and citizenship behavior (Gore et al., 2012). Emotional stability which is the propensity to be cool, self-assured and strong (McCrae & Costa Jr, 2008). It is not just more strongly linked to pro-social features of personal Behavior (Chiaburu et al., 2011) .

It is expected to show a significant role in providing protection to people with have unfavorable responses to difficult situations, such as negative feedback. In fact the people who are emotionally more stable are less likely to participate in destructive behavior in response to unfavorable comments, e.g., rage and humiliation (Niemann et al., 2011). The capability to manage emotions, restrain desires, and contract with life's obstacles is referred to as emotional stability. As evident from empirical studies, emotional stability has a positive relationship with positive emotions (Rogosch & Cicchetti, 2004), whereas has a negative relationship with anxiety and despair.

Further when everything else is equal, leaders with good emotional stability are less likely to pose a threat to subordinate resources, which leads to low levels of emotional exhaustion among subordinate. But, we contend that the possible negative impacts of leader who have emotional stability low are probably going to be felt more strongly by specific employee types rather than serving as a stressor that affects all subordinates equally. In line with research indicating that workers' reactions to a leader's behavior differ depending on their personal traits (De Hoogh & Den Hartog, 2009). We suggest that the degree to which low leader emotional stability leads to subordinate emotional weariness depends on the subordinate's emotional stability level (David et al., 2020).

Supervisors with lower emotional stability are expected to exhibit greater negative emotions than those with better emotional stability, resulting in increased emotional exhaustion among subordinates who are selected as targets or who are more prone to spreading bad moods. By doing this, we aimed to bring together conflicting studies

looking at the effects of leader style personality (Hoobler & Hu, 2013; Mathisen et al., 2011; Sulea et al., 2013) by proving that the level of burnout among subordinates with low emotional stability is particularly exaggerated by low emotional stability in their supervisors.

Burnout is a syndrome which arises from having a longer period of emotional and interpersonal stress (C. W. Maslach et al., 2001). It has been observed that burnout is consistently associated with adverse outcomes both individually and organizationally, e.g., emotional exhaustion, anxiety, and depression (Ahola, 2007; Hakanen & Bakker, 2017), poor job performance (Bakker & Heuven, 2006), job turnover and absence from work. Most existing studies on burnout have focused on environmental issues. However, some researchers have looked that personality traits may have impact on job burnout (Alessandri et al., 2018; Bakker et al., 2014).

The three components of burnout are depersonalization, emotional weariness, and a diminished sense of personal accomplishment relating to one's job (C. W. Maslach et al., 2001). According to research, almost 50% of nurses say they are burned out (Fargen et al., 2020; Geuens et al., 2020). Furthermore, burnout and depression rates are far greater among healthcare workers than among other sorts of professionals and the general public. This is due to the fact that syndrome of burnout primarily affects workers in occupations that necessitate intimate, direct interaction with others, frequently in the context of assisting them and offering social and health services (Dyrbye et al., 2014; Ślusarz et al., 2022).

According to (Joormann & Gotlib, 2010), negative ideas associated with negative emotions use up a particular number of limited mental capacity, leaving them unable to handle more crucial tasks. This will eventually reduce their work interest and confidence in themselves and result in job burnout. Past study suggests that unpleasant emotions are a strong predictor of job burnout, which is supportive of this notion. As an example, cross-sectional research show that burnout is linked to greater levels of unpleasant emotions, particularly among managers, employees in administration, and shop assistants (Bedyńska & Żołnierczyk-Zreda, 2015; Choi et al., 2017; Gomes et al., 2017).

It is important to remember that job burnout is a phenomena that is specific to the workplace and should not be applied to scenarios in other spheres of life. The distinction between depression and burnout, which is based on the feelings one experiences, should also be emphasized. Burnout sufferers frequently feel angry, but depressed people feel guiltier. Furthermore, depression affects many facets of life, whereas burnout is usually associated with work responsibilities. However, it is important to remember that depression can result from job burnout (Chirico, 2015, 2017b, 2017a; D'Agostino et al., 2007; Magnavita et al., 2021).

Mostly burnout has been taken in negative way (Mansour & Tremblay, 2016; Walters & Raybould, 2007). Burnout occurs when workers are frustrated with getting no support from the organization and dissatisfied with their salaries. If worker burnout is not improved, that means a loss of quality work, low productivity, and morale will be low (Dai et al., 2021).

Numerous studies have examined the causes and effects of occupational burnout (Demerouti et al., 2001; Kim et al., 2009). Burnout is usually associated to a number of negative job-related responses, such as discontent with work, low commitment to the

organization, and high intention to leave your job (Hakanen & Schaufeli, 2012). Many research studies have demonstrated that burnout has a significant financial impact on both organizations and employees due to high absenteeism, decreased productivity, and job turnover. Undoubtedly, one of the most significant indicators of job fulfilment and a desire to leave is job burnout

Although a lot of research has been done on the factors that predict job burnout globally (Kobayashi et al., 2020; Singh et al., 2016; Zaghini et al., 2020), not much has been done to examine how emotional stability affects job burnout in the banking industry. Furthermore, little research has been done on the mechanisms that underlie the link between burnout and emotional stability. Consequently, the purpose of this study was to evaluate the state of job burnout and investigate the mediating effects of emotional stability on the relationship between job burnout and supervisor bottom line mindset. This study filled a research gap and may help the banking industry in Pakistan implement efficient measures to reduce employee burnout.

Teamwork is the strategic to any project's accomplishment. Retaining a worker's work-life balance is essential for organizations to maximize output. In order for members of the team to achieve to the best of their capabilities without suffering job burnout, an organization must recognize the want for a balance between basic worker needs and stress of the job (Ullah et al., 2011).

Work-life balance has become more significant, particularly in OB studies and HRM. Work-life balance has been linked in a very significant way to an worker's family life, organizational duties, performance of the job (Zheng & Wu, 2018). Different strategies are implemented by organizations to reduce employee stress and increase job dedication; nevertheless, receiving strong organizational support has been shown to be an extremely effective tactic (Besner & Hobbs, 2012; Hebert & Deckro, 2011; Sauer & Reich, 2009). Since it has an influence on the organizational performance graph, employees' instability in balancing their personal and work lives is a big worry for organizations (Irfan et al., 2023).

Having a positive (WLB) is essential for improved performance and increased job satisfaction. Motivation affects employees' behaviors, giving an organization a competitive edge. For this reason, organizational researchers are very interested in workers' attitudes and actions (Aryee et al., 2013; Greenhaus et al., 2012). Employee performance suffers when there are discrepancies between work and life (Carr et al., 2008; Eby et al., 2005). But in the financial sector, a leader's job is vital to guaranteeing an open, reasonable, and lawful decision-making process—one that typically has financial ramifications for customers and other shareholders (de Waal et al., 2015). The attitudes and actions of the immediate management have a direct influence on an worker's capacity to uphold a WLB in such a closely monitored setting (McCartney, 2002) . In an environment like this, a supervisor's ability to support a worker with personal matters that could interfere with their work style is even more crucial (Galang, 2021).

Work-life balance has expected responsiveness due to the role of female employees in the workforce. Female employees experience stress in the work place because they must balance their personal and professional obligations, which can be overwhelming. For this reason, female employees could be unwilling and dissatisfied to collaborate with their managers and coworkers, which could have an impact on the employees' performance

(Stoyanova, 2013). Thus, preserving work-life balance will enhance productivity at work while also benefiting a worker's health and interpersonal relationships. Therefore, it is vital for organization to establish a culture of loyalty and excellent performance specifically for female employees who assist the company and enable them to effectively reach their targets (Melayansari & Bhinekawati, 2020).

In addition, organizations have been investigating the reasons of the increasing prevalence of worker burnout carried on by unnecessary workloads and time restrictions, which wear out teams more habitually and decrease the performance. As project teams balance schedule, money, stakeholder demands, and quality, they typically deal with a rapid, dynamic daily routine that may include working in shifts, late hours, and other irregular hours. A large body of research specifies that job stress has a direct influence on an employee's health, as evidenced by symptoms like exhaustion, depression, irritability or hostility, drug abuse, heart problems, susceptibility to infections, etc. However, there is still more thorough research to be done in the areas of work-life balance, job burnout, and performance of the team.

Theoretical Background and Hypothesis

According to Albert Bandura's Social Cognitive Theory (SCT), people learn by watching the actions of others, copying their acts, and experiencing the results of their activities (Bandura, 1977). Supervisors that have a bottom-line mindset and put performance results ahead of the welfare of their staff frequently set an example for their team. These behaviors are subsequently mimicked by workers, creating an atmosphere where productivity and achievement are the main perspectives on work. The team may become more prone to burnout if a boss exhibits emotional stress or burnout while obsessively focusing on results. This is because employees may believe that this behavior is essential to success.

Supervisor Bottom Line Mentality and Burnout

From an economic exchange perspective, high-BLM supervisors may benefit employees, (Quade et al., 2020). For instance, supervisors with high BLM consider everyone their opponent, including colleagues and subordinates, as they work in a very competitive environment (Callahan, 2007; Greenbaum et al., 2012b). BLM supervisors may even encourage those workers who discourage their colleagues from going ahead in today's competitive environment. This rivalry is driven by self-interest (Callahan, 2007). Therefore, even though managers may not want their staff to misplace when given the option to choose between serving their benefits and those of their staff, BLM managers will work to get a result that benefits the self-centered search for their bottom line. As a result, BLM supervisors' self-interest prevents them from pursuing others' well-being. Remarkably, their employees, because by fostering or promoting them inside or outside the business, these measures do not directly promote the supervisors' pursuit of bottom-line objectives (Quade et al., 2020).

Employees having a low score on the said factor are more likely to feel worried, insecure, unhappy, afraid (McCrae & Costa Jr, 2008) and apprehensive. Denial, wishful thinking, and self-criticism are a few useless coping mechanisms connected with emotional instability (Alessandri et al., 2018). Therefore, it is not surprising that numerous studies have been conducted that links emotional instability to burnout (Swider & Zimmerman, 2010).

According to studies, workers who feel safe become more loyal and are less likely to leave the organization (Mulki et al., 2008). In addition to the broader notion of organizational support, employees form specific opinions about how much their supervisor values their contributions and is concerned about their well-being. Managers' focus and appreciation should be one of many beneficial outcomes that arise a lesser intention to depart. Previous studies have discovered inverse link among perceived supervisor support and in cooperation intention to leave and actual departure (Shafira, 2018). The turnover issue appears to be significantly impacted by the experience, education, and training of managers. Studies show that the backgrounds of managers significantly affect the mobility of individuals under their control (Abbasi & Hollman, 2000).

A significant meta-analytic study studied the individual and mutual effects of personality factors on the three burnout aspects (overwhelming exhaustion, depersonalization, and lack of accomplishment). After adjusting for the other personality characteristics, the authors discovered that emotional stability strongly correlates with emotional exhaustion (Swider & Zimmerman, 2010). Also, a further meta-analysis confirmed the results of Alarcon et al. These findings showed that, in research on personality character, neuroticism has the highest association with depersonalization and emotional exhaustion" (Alessandri et al., 2018; Swider & Zimmerman, 2010).

(Halbesleben, 2006) suggested that job burnout is a possible explanation for the psychological stress that a person experiences at the end of ongoing work stress. Job burnout is the discrepancy between what a person wants to do and what he or she should do (Ul Hassan et al., 2023). This variation can occur depending on a person's temperament and traits. An employee may experience job burnout while performing his or her duties for a variety of reasons. High expectations at work can result in burnout and deteriorating health. We can also say that, the decreased motivation is resulted from the link between a shortage of job resources and engagement (Bauer et al., 2014) Therefore, job burnout has been linked empirically to a significant job-related antecedent known as job discontent (Zia & Zia, 2023) .

Examining process frameworks of burnout presents unique problems due to its general stability across time (Leiter et al., 2013). An inventive method for determining who was most probably to undergo a shift in burnout or work participation (no burnout) in the near future was created by (C. Maslach & Leiter, 2008). They suggested that individuals who experienced fatigue and cynicism inconsistently were likely to reconcile the disparity between these attributes in order to achieve consistency. To be more predictable in describing the effects of burnout, those who are involved, for instance, would eventually either experience a decrease in weariness (and an increase in energy) or an increase in skepticism (Leiter et al., 2013).

Few research have looked on the health issues associated with shifts in burnout. In contrast with staff members who had progressed towards burnout or whose scores remained inconsistent (Boersma & Lindblom, 2009) observed a positive shift in the levels of depression and anxiety in their sample of employees who had high levels of fatigue at the starting point and had moved towards lower burnout at one-year monitoring. Furthermore, (Hätinen et al., 2009) discovered in their therapy research that job satisfaction rose and depression reduced among workers whose indicators of burnout

had subsided.

Job burnout has been linked to a number of factors in the past (Law et al., 1995; Pizam & Neumann, 1988). These factors include ambiguity in roles, conflicts between roles, inadequate leadership, ineffective communication, asking for customers, low autonomy in the workplace, a high workload load, and job attributes. The ongoing study of burnout in the banking sector over the last ten years has significantly advanced our knowledge of burnout, its causes, and effects. For instance, a study by (Gill et al., 2006) discovered that by using transformational leadership, managers may reduce staff stress and burnout. (Kim et al., 2007) looked into how the Big Five personality traits affected the level of job burnout among staff. According to their findings, three burnout elements can be significantly explained by personality traits (Cheng & Lu, 2013).

Hypothesis 1: Supervisor BLM is positively related to burnout.

Emotional Stability and Burnout

For three decades, personality scholars have believed that the "Big Five" traits—definition of personality—are specified in these five characteristics, Agreeableness, conscientiousness, emotional stability, extraversion, and openness to experience (Costa & McCrae, 1985; Goldberg, 1993). According (Barrick & Mount, 1991; Tett et al., 1991) Big Five model's dimensions can accurately predict job performance across cultures, occupations, and jobs (Salgado, 1997). Such as team performance (Mohammed & Angell, 2003) and (OCB) have also been found to be important to the Big Five dimensions (Antonioni & Park, 2001). It has been stated that emotional stability is connected with low burnout and stress (Moss et al., 2007), high organizational commitment (Erdheim et al., 2006), and more job satisfaction. It has also become the second most reliable analyst for the performance of the job across cultures and companies after conscientiousness (Barrick et al., 1998).

The meaning of "emotional stability" is sometimes used synonymously with "low neuroticism," referring to a person's propensity to become quickly agitated, delicate, and unstable (Teng, Hsu, et al., 2007). The propensity to feel comfortable and confident has also been directly associated with emotional stability (Judge & Bono, 2001). High emotional stability can also be defined as the absence of unpleasant feelings in the individual (Judge & Bono, 2001). As well as being free of negative feelings, people with great emotional stability are characterized by them. Since emotional stability and low neuroticism are often examined in many studies. Low neuroticism is also characterized by emotional stability, which is the propensity to be free of negative feelings.

The tendency for people to avoid being upset, delicate, or unstable is known as emotional stability (Teng, Hsu, et al., 2007; Teng, Huang, et al., 2007). A stable emotional state improves work performance. People with a high degree of emotional stability sustain positive job performance (Judge & Bono, 2001). It has been discovered as a reliable interpreter of work performance in a variety of circumstances by several meta-analytical research (Judge & Bono, 2001; Tett et al., 1991).

Environmental psychology has been used by certain researchers to study how to stabilize emotions or how to elevate moods. Emotional stability is adaptable and controllable (Williams et al., 2006; Yang & Wang, 2001). Despite the fact that research have shown that emotional stability is an main indicator of stress tolerance and is closely tied to the resilience element "individual power,"(Friborg et al., 2005). The protective role of

emotional stability in the face of environmental adversity has rarely been scientifically examined(Ho et al., 2013).

By evaluating the mediating influence of emotional stability on the detrimental effects of exposure to violence, this study extends previous studies. Positive traits seem to have protective mechanisms that work as a buffer against the damaging effects of stressful conditions on emotional health, at least from the perspective of positive psychology(Campbell-Sills et al., 2006). Using this theoretical presumption to the many studies, we contend that emotional stability might mitigate the detrimental effects of exposure to violence on Chinese adolescents because emotional stability may result in more abundant personal resources to control negative emotions and treat with interesting circumstances (Campbell-Sills et al., 2006; Ho et al., 2013). Another important factor in keeping one's emotions alleviating is emotion regulation. These findings imply that employees who are emotionally stable or who have stronger emotion regulation skills adapt to stressful situations more successfully.

First, those with a high degree of emotional stability would have more ability to adjust to an original or changing workplace (Driskell et al., 2006) and would be more capable to overcome challenges at work (Bradley et al., 2013). Particularly, emotionally secure people tend to have better capacity for coping and use fewer avoidance-based coping mechanism (Grant & Langan-Fox, 2006). Because of this, emotionally stable people are more expected to manage their resources effectively to handle work demands, containing suffering less actual resource loss and reaping greater rewards from their/saving of resources/resource investments(Liu & Yu, 2019).

Second, those who are emotionally stable typically have better control over how they manage both good and bad emotions. Mostly, people who have a high level of emotional stability experience less negative emotions and have a more positive self-perception (Barrick et al., 2001; Bradley et al., 2013). Furthermore, when challenged with demands or challenges at work, individuals may also view the situation more favorably and perceive less of a risk of resource loss (Liu & Yu, 2019).

Researchers have naturally looked into the connection among the Big Five personality model and job burnout in light of the finding that some employees are more likely than others to experience stress of the work and, as a result, burnout (C. W. Maslach et al., 2001). The main personality trait that is negatively correlated with indicators of burnout, according to empirical studies, is emotional stability its opposite is emotional instability. Simply put, emotional stability is the capacity of an individual to successfully manage adverse emotions including stress, worry, discontent, irritation, and wrath (Alessandri et al., 2018; Barbaranelli & Caprara, 2000).

In general, having inadequate emotional stability makes a person more susceptible to stress which is a basic propensity to experience symptoms of job burnout. High levels of emotional stability, fatherly are protective resources that increase people's resilience and reduce their risk of experiencing job burnout (Hobfoll & Shirom, 2000). Numerous empirical research supports this theoretical view of how emotional stability has a protective effect for individuals. Low-scoring workers are more possible to feel worried, insecure, unhappy, afraid, and nervous (McCrae & Costa Jr, 2008). Criticism from oneself and Denial, wishful thinking, are a few examples of inadequate coping mechanisms that are associated with low emotional stability (Alessandri et al., 2018; Heppner et al., 1995).

Consequently, it is not surprising that there is a considerable study associations emotional instability to burnout (Alarcon et al., 2009; Swider & Zimmerman, 2010). Emotional instability, one of the Big Five personality behaviors, exhibits the strongest and most enduring relationships with each of the burnout components across research, And for now, it's seen to be the best attribute to identify burnout(Alarcon et al., 2009; Bakker & Heuven, 2006; Kim et al., 2007, 2009). This finding is supported by a few number of longitudinal research that are currently accessible, despite the fact that it is frequently created on cross-sectional investigations(Goddard et al., 2004; Kim et al., 2007).

Hypothesis 2: Emotional stability is negatively related to burnout

Supervisor Bottom Line Mentality and Emotional Stability

Nevertheless, despite the intuition behind the idea that poor supervisor emotional stability leads to unfavorable consequences for employees, numerous research have been unable to corroborate theories connecting supervisor emotional stability to behaviors of leaders and worker performance. One attempt, for instance, failed to link a leader's emotional stability to their task- and change-oriented actions (Derue et al., 2011). Similarly, no evidence has been found to link a supervisor's emotional stability to aggression (Burton et al., 2014). The link among emotional stability and abusive supervision has not been replicated by other studies (Sulea et al., 2013) and new research data proposes that this connection is only exist between these variable(Mackey et al., 2013). Last but not least, at least one study demonstrated that charismatic leaders with limited emotional stability may be viewed as more effective in busy or vibrant workplaces (De Hoogh et al., 2005). A substantial amount of charismatic leadership have been associated with favorable outcomes in some circumstances, even though they may not always be advantageous (Kaiser et al., 2015; Vergauwe et al., 2018).

For instance, certain employees may be more prone to perceive encounters with a low-emotional stability supervisor as mostly emotionally taxing. Low-emotional stability supervisor may only act badly towards specific assistants. Because of this, we anticipate that the particular alignment of the leader's and the subordinate's personality types will determine the subordinate stress outcomes rather than the supervisor emotional stability having a major impact on subordinate emotional tiredness (David et al., 2020).

Hypothesis 3: Bottom line mentality is positively associated with emotional stability.

Mediating Role of Emotional Stability

Even though since the earliest attribute theories of leadership, researchers have assumed that a personality of leader can affect significant subordinate outcomes, recently, there has been an increase in curiosity over the unique differences of leaders (Derue et al., 2011; Tuncdogan et al., 2017). Emotional stability, which is reflected in the inclination to stay poised in worrying circumstances, patient with subordinates, and unfazed by trials. Another management styles contain depressing defensive, and cruel (McCrae & Costa Jr, 2008). Numerous research, managers who lack emotional stability are observed as underperforming and ineffectual (Judge & Bono, 2001). According to several research, supervisor who lack emotional stability are perceived as underperforming and ineffectual. As consequently, one may expect that supervisors who want emotional stability will pose a risk to their assistants' capability to achieve resources in such a turbulent emotional situation (David et al., 2020).

Hypothesis 4: Emotional stability mediates in the relationship between supervisor BLM and burnout.

Moderating Effect of Work Life Balance

Work-life balance is the right degree of plans at which an individual remains content with his on-work and off-work duties (Turner et al., 2009). It should not be mistaken with allocating equal amounts of time for on- and off-work activities. (Aziz & Cunningham, 2008; Fisher, 2001; Lazar et al., 2010) work-life balance model, which defines "imbalance" as work-related stress. This encompasses sentiments towards work and personal life, like as a shortage of energy and time for accomplishments after lengthy workdays. Research has shown a range of health- and job-related outcomes from an unbalanced work-life balance, including evidence of hindered work and life satisfaction. Health-related side effects include high blood pressure, mental health issues, recurrent depression, burnout (Hämmig & Bauer, 2009).

Employees who are late at work suffer a serious risk of burning out. Overtime workers may experience mood fluctuations, impatience, and a decrease in performance as a consequence of the overtime. Work-life balance is essential in today's industry situation since it increases motivation of the employees, strengthens their commitment to the business, and finally improves performance. For everyone involved, the balance between one's personal and professional lives should be maintained by their complementarity (Irfan et al., 2023).

By implementing benefits like job sharing, flexible scheduling, part-time work, and other favorable practices, the company supports its workers' ability to maintain a work-family balance. WLB can be defined as people who spend most of their days working will experience tension and sadness because they feel as though they are ignoring other significant aspects of their lives. Hence, prolonged exposure to excessive stress causes burnout at work. Employees who put in a lot of overtime are more expected to burnout weariness, changes in mood, intolerance, and a decline in performance at work are all consequences (Garg & Yajurvedi, 2016) of burnout. Keeping a WLB is crucial for a good work situation since it lowers stress and prevents burnout in the job.

Research showed by (P. (Garg & Yajurvedi, 2016) revealed that work-life balance enhanced organizational dedication and loyalty as well as the retention of valued employees. Employees who are capable to keep an appropriate equilibrium between their personal obligations and work obligations are therefore likely to grow to have a feeling of loyalty towards the firm or organization they've worked for (Garg & Yajurvedi, 2016).

Hypothesis 5: Work life balance moderates in the relationship between emotional stability and burnout such that the relationship will be stronger if there is a higher level of work life balance.
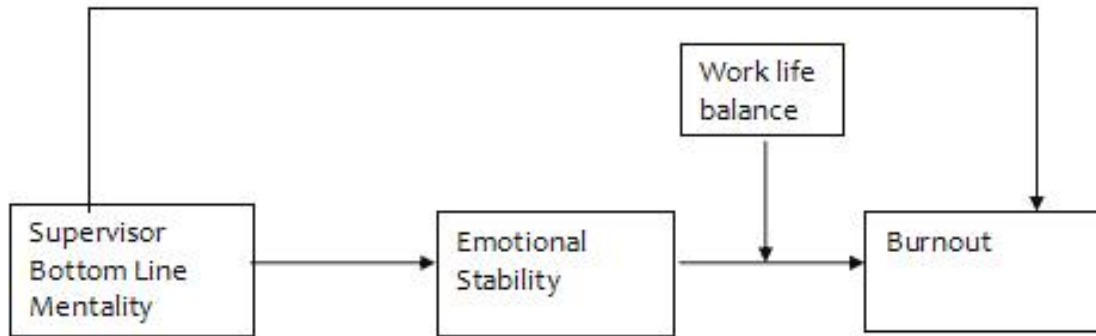
Figure 1: Research framework

Methodology

A sample of 427 employees working in banking sector at South Punjab, Pakistan was used in this study. As we were interested to check the influence of supervisor bottom line mentality, we took data from employees who engaged in transaction activities, for example, customer services, cashier, and loans and had regular connections with supervisors.

Measures

Supervisor Bottom line Mentality

This variable is measured using a four-item scale developed by (Greenbaum et al., 2012a). Sample items include: "My supervisor is solely concerned with meeting the bottom line.

Emotional stability

This construct is measured using a five-item scale developed by (Saucier, 1994). Sample items include: "I am hasty."

Burnout

Burnout is measured using a nine-item scale based on the (C. Maslach et al., 1997). Sample items include: "I feel emotionally drained from my work."

Work Life Balance

This variable is measured using a three-item scale developed by (Mas-Machuca et al., 2016). Sample items include: "The Company facilitates work–life balance."

Analysis

Table 1 exhibits the factor loading of the individual items, Cronbach's alpha, average variance extracted and composite reliability for the latent variables. Values in Table 1 indicate that our data are valid and reliable at item and construct level.

Table 1: Evaluation of Measurement Model

Variables	Items	Factor loading	Cronbach's alpha	CR	AVE
BLM	BLM1	.907	.88	.919	.625
	BLM2	.897			
	BLM3	.778			
	BLM4	.663			
ES	ES1	.861	.91	.916	.642
	ES2	.855			
	ES3	.814			
	ES4	.814			
	ES5	.804			
WLB	WLB1	.896	.81	—	—
	WLB2	.852			
	WLB3	.744			
BO	BO1	.862	.93	.937	.624
	BO2	.858			
	BO3	.818			
	BO4	.814			
	BO5	.806			
	BO6	.802			
	BO7	.742			
	BO8	.715			
	BO9	.671			

To demonstrate the internal consistency of the constructs, we provide Cronbach's alpha and composite reliability (CR) in Table 1. Cronbach's alpha "may be used as a conservative measure of internal consistency reliability," despite being less desirable than composite reliability when using structural equation modelling for data analysis (Hair et al., 2016, pp. 101). A construct's internal consistency dependability is shown by alpha and CR values greater than .70. But when it comes to CR, a value higher than .95 is undesirable (Hair et al., 2016). In our case, CR values are satisfactory.

Table 2: Path Analysis & regression weight

	Estimates	S.E	P
ES<--- BLM	.164	.051	.001**
BO<--- ES	-.101	.038	.008*
BO<--- BLM	.207	.041	.000***
BLM<---ES<---BO	.054	.018	.000***
BO <--- ES x WLB	.072	.041	.008*

Note: *** Significant at 1%, ** Moderately significant at 5%, * Marginally significant at 10%

Table 2 shows the path analysis and regression weight of all variables. Hypothesis 1 of the study explained that "Supervisor bottom line mentality is positively related with burnout". Results supported this relationship by showing that the independent variable supervisor bottom line mentality has a significant impact on burnout (β = 0.207, S.E = 0.041, p= 0.000). Hypothesis 2 of this research study stated that emotional stability is negatively related with burnout. Results supported this relationship by showing that emotional stability is related with burnout (β = -0.101, S.E = 0.038, p= 0.008). Hypothesis 3

of the study stated that supervisor bottom line mentality is positively related with emotional stability. Result supported this hypothesis by showing that supervisor bottom line mentality has a significant impact on emotional stability (β = 0.164, S.E = 0.051, p<= 0.001). Hypothesis 4 of the study stated that emotional stability mediates in the relationship between supervisor BLM and burnout. Results of the hypothesis supported this hypothesis (β= 0.054, S.E= 0.018, p= 0.000). Hypothesis 5 explained that work life balance moderate in the relationship between emotional stability and burnout. Results supported this relationship (β = 0.072, S.E = 0.041, p= 0.008).

Discussion

Theoretical Contribution

This research provides a theoretical foundation that will facilitate future examinations of the construct of BLM. Although previous research suggests that developing a BLM may be detrimental to organizations and its members (Greenbaum et al., 2012a), our research represents a departure from the current BLM research (Bonner et al., 2017; Mawritz et al., 2017)) to help identify reasons that prompt employees to fully express this mentality. Our goal was to identify a personality trait that is associated with emotional stability.

In order to operationalize the idea of "emotional stability," we have looked for criteria based on the traits of human mental states. We have also attempted to find indicators of optimal professional functioning, which is thought to be innate (or predominate in an individual's experience) for emotionally stable individuals. The present research examines the dynamic interaction of a fundamental personality trait, emotional stability, regarding the management of emotions and burnout using a theoretical model based on both trait and social cognitive theory (G. Caprara et al., 2013; G. V. Caprara, 2002). Emotional stability is highlighted as one of the most significant personality factors in preventing employees from burning out. We employed a representative sample of cadets who were observed in a banking sector South Punjab Pakistan and who were then had to adjust to a novel and demanding work environment. . Our findings corroborate a theoretical model and provide a useful perspective on the association between supervisor bottom line mentality beliefs and emotional stability in handling unpleasant emotions at work and job burnout (G. Caprara et al., 2013; G. V. Caprara, 2002) that provides a number of insights into organizational burnout prevention.

Our research highlights the significance of emotional stability in the relationships of supervisor bottom line mentality and burnout. Despite earlier studies demonstrating that those with emotional instability experience increased stress during social encounters (Kiffin-Petersen et al., 2011). Our study adds to the body of literature by highlighting the advantages of having better emotional stability in the context of banking sector and providing more detail on how it functions in social work settings.

Over the past few decades, the Big Five model of personality and the social cognitive construct of beliefs have played significant roles in organizational psychology. They provide two distinct frameworks for examining factors that predict outcomes related to occupational health. More specifically, behavioral variation was understood as a reflection of interindividual differences in the hierarchical organization of consistent patterns of thinking, feeling, and behavior according to the trait theory of personality built on the Big Five model (McCrae & Costa, 2008). On the other hand, according to social cognitive theory, organizational behavior is the outcome of various cognitive

systems working together in a harmonious manner. Each method has been applied independently to the study of job burnout in earlier research. Our research supports current viewpoints on the explanation of organizational behavior (e.g., Jackson, Hill, & Roberts, 2012), showing that the two points of view could be complementary.

Practical Implication

From an applied perspective, our study model offers guidance for initiatives intended to maintain employees' health and avoid burnout. However, as emotional stability is perceived as a steady personality attribute, it can be challenging to explicitly discuss in an approach. Accordingly, social cognitive theory proposes using persuasion, imitation, and mastery experiences to help people develop good attitudes about controlling unpleasant emotions and dysphoric affect. These methods are, in fact, crucial to coaching and training initiatives that seek to improve employees' emotional stability inside the workplace.

First, we stress the need of choosing front-line and managerial staff with strong emotional stability. However, we acknowledge that this isn't always feasible because other qualities and skills are frequently given more weight in the selection process (Judge, Bono, Ilies, & Gerhardt, 2002; Schmidt & Hunter, 1998). As a result, we advise HR and management personnel to consider this quality when choosing internal candidates for leadership roles.

Individually, we advise low emotional stability subordinates to try to get social support and use healthy coping mechanisms, especially when working with a low emotional stability supervisor. Employers can support these initiatives by offering training to staff members so they can develop emotional control skills (e.g., Rempala, 2013).Rempala (2013), for instance, found that those who were taught to employ the cognitive technique of disassociation—that is, cognitively separating oneself from the current circumstance—were able to successfully prevent themselves from becoming infected by the negative emotions of others.

Limitation and Future Direction

An evaluation of the temporal ordering of components was not possible due to the cross-sectional study design. To investigate the causal relationship between emotional stability and emotional health, further long-term research is required. In order to investigate potential processes via which the personality of the leader and followers interact to influence employee burnout and other outcomes, including withdrawal, performance, contentment, well-being, and counterproductive work behaviors, we recommend more research in this field.

Conclusion

The study concludes by highlighting the intricate relationships among a supervisor's bottom line mentality, work-life balance, emotional stability, and employee burnout, According to the findings, a supervisor's focus on the bottom line can have a major impact on employee burnout, particularly in settings where performance demands are prioritized over workers' welfare. Employees who are willing to keep healthy work-life integration are also able to adjust to the stressors brought on by a bottom-line-driven atmosphere, highlighting the moderating function of work-life balance as a critical component in reducing burnout. Collectively, these results highlight how crucial it is to develop emotional stability and a positive work-life balance as tactical methods to avoid

burnout, especially in organizations where managers place a higher priority on performance or financial results. Developing supervisors' understanding of the possible effects of their bottom-line focus and support mechanisms that improve employees' emotional resilience and work-life balance should be the main goal of future research.

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