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Supervisor Bottom Line Mentality, Unethical Pro-Organizational Behavior, Employee Performance: Moderating Role Of Performing Tension

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ABSTRACT

With an emphasis on the moderating effect of performing tension and mediating role of unethical pro-organizational behavior, this study investigates the connection between supervisors' bottom-line mentality (BLM) and employee performance. Particularly, we look into how BLM might incentivize employees to take part in unethical pro-organizational behavior—actions that are morally doubtful but intended to benefit the organization. Using a sample of employees from banking sector, this study finds that supervisor BLM positively effects employee engagement in UPB. These findings imply that when managers place an excessive emphasis on results, employees could feel pressured to act unethically in order to live up to expectations, which eventually affects their performance. It has been demonstrated that a bottom-line mentality affects both organizational dynamics and individual employee behavior. Based on social exchange theory, we hypothesize that managers with high BLM can affect employees' perceived commitment to the bottom line, which can then affect employee's performance and unethical pro-organizational behavior (UPB). These results have significant implications for organizations, emphasizing the necessity for managers to maintain a balance between bottom line

outcomes with consideration for well-being of employees in order to maximize performance outcomes.

Keywords: supervisor bottom line mentality, social exchange theory, employee performance, unethical pro-organizational behavior, performing tension

Introduction

A growing body of literature indicates that interpersonal relationships are vital for effective functioning of businesses (Eissa & Wyland, 2016; Nahum-Shani et al., 2014). Previous studies highlight the significance of supervisor-subordinate relationship to understand subordinate behavior in an organization and supports the facts that such kind of relationship may negatively or positively affect the work behaviors of subordinates (Nahum-Shani et al., 2014). Particularly, the research conducted on the consequences of a supervisor's supporting behavior is quite detailed. For instance, if the supervisor is supportive, it will likely to influence subordinate satisfaction and turnover intention (Eisenberger et al., 2002; Eissa et al., 2020a). However, the research conducted on the consequences of supervisor bottom line mentality is underexplored.

Bottom-line mentality is a single and basic approach that ignores competing preferences in order to achieve bottom-line outcomes (Greenbaum et al., 2012b). Organization's financial performance is frequently considered to be linked with the results of the bottom line. Supervisors and their assistants are pressured to attain bottom-line consequences, which promotes an organizational environment where the emphasis is on bottom-line-related results rather than employee's welfare (Reilly et al., 2012).

A supervisor who is only worried with the bottom line may overlook crucial elements of developing positive interpersonal relationships (Robijn et al., 2020). This type of supervisor mentality may come across as more competitive to followers (Quade et al., 2020a), and it may negatively impact their welfare (Robijn et al., 2020) , innovation (Greenbaum et al., 2020; Mulligan et al., 2021), engagement, and productivity at work (Asif et al., 2019).

Researchers have started studying BLM in the workplace (Greenbaum et al., 2023) in light of what appears to be a common propensity to only focus on bottom-line outcomes (Pfeffer, 2013). According to them, such supervisors are particularly

focused on this mindset as a managerial strategy that has a beneficial as well as detrimental impact on workers (e.g., boosts to task performance, but also increases in unethical behavior; (Babalola et al., 2021). On the other hand, some research have investigated it or employee BLM as facilitators, which means this mentality works as a stable attribute (Bonner et al., 2017a; Mawritz et al., 2017).

Previous studies indicate that supervisor BLM relates to unethical activities (Mesdaghinia et al., 2019) and also relates with supervisors mistreatment with different workers (Mawritz et al., 2017). However, previous studies have not thoroughly examined how, why supervisor BLM influences workers' contributions to the workplace or whether these efforts might result in "brighter-side" effects. Such thoughts are required to develop the literature on the emerging concept of BLM because these would report the notion that bottom-line achievement is thoroughly interrelated the success of the organization and would offer management discipline recommendations regarding when supervisors' high BLM may benefit or damage organization (Babalola et al., 2021; Friedman, 1970). Numerous motivations have been identified by researchers studying unethical behavior in organizations, for example, personal gain (Greenberg, 2002) ; retaliation in contrast to or damage to the organization; or harm to colleagues (Thau et al., 2007).

Based on the SCT, we propose that supervisor BLM affects unethical behavior, the social cognitive process that allows people to justify unethical behavior, and ultimately, workers' UPB. The SCT (Bandura, 1999) holds that administrators shape or change an assistant's views and opinions (Bandura, 1986, 1999). These views and attitudes eventually influence the assistant's attitude-consistent actions (Fishbein & Ajzen, 2011). Supervisors using BLM ignore the diverse nature of organizational systems and adopt a simplified approach that concentrates on a single pertinent result (Greenbaum et al., 2012a). Furthermore, administrators who have high BLM set an example for their staff members by showing them how important it is to achieve bottom-line results and that workers who make a positive impact on the bottom line will receive recognition and awards (Greenbaum et al., 2012a; Mawritz et al., 2017) . In this regard, we contend that a supervisor's mindset may incite ethical detachment among staff members and, as a result, UPB by boosting staff members' drive to achieve bottom-line objectives (D. T. Welsh et al., 2020). Put

another way, we suggest that when supervisors hold employees responsible for their performance goals instead of the methods by which these objectives are attained, which perpetuate UPB, and then subordinates' moral obligations are progressively undermined (Farasat & Azam, 2022).

As academics have shown, there is a dichotomy between BLM and employee performance (Babalola et al., 2021; Quade et al., 2020a), it's possible that BLM itself has no clear positive or negative connotations. But the new research only views BLM as a significant contributing factor to UPB (Y. Zhang et al., 2020). This article makes the case that because the link between BLM and UPB is still being studied, it would be premature to draw any conclusions.

In this vein, businesses need to be able to examine issues that may have an influence on worker performance. Performance that results from having excellent human resources will influence the organization's advancement. Budiarti's research (2020) concluded that employees must be capable of performing every task involved in the management process for organizations. Workers hold significant value for the organization. Employee participation is necessary for the company's operations to function (Florenta, 2022). Poor performance from employees will negatively affect the business. To ensure that employees' performance can be sustained and organizational goals may continue to be met; leaders must give them extra attention. (Sari & Rizaldi, 2022) claimed that a number of factors, including workload, had an impact on employee performance. Workers are anticipated to perform according to the business standards and adhere to all rules (Zia & Zia, 2023).

Over the past ten years, many studies have observed the effects of supervisor's BLM at the work place (Eissa et al., 2020a; Farasat & Azam, 2022). Based on the social exchange theory, a latest research came to the conclusion that when managers pursue bottom-line objectives, their subordinates will feel obligated to do the same, which will enhance their performance at work (Babalola et al., 2021). Another research, however, asserted that this exclusive focus actually lowers overall performance since it inhibits social interaction with subordinates (Quade et al., 2020b).

Theoretical Background and Hypotheses

Over the past century, social exchange theory has been extensively applied in psychology, sociology, and other fields (Blau, 1964). It is one of the theories that explain individual behavior in work settings the most frequently. Studies institutes in the field of administration are increasingly interested in interpersonal interactions that occur in work settings. According to (Blau, 1964), social and economic interaction are not the same. Social exchange entails a larger variety of information and assets. Equitable treatment and reciprocity are the foundations of social exchange relationships, which are governed by a set of moral standards. When this system of equilibrium is disrupted, both sides' behavioral reactions shift or even stop.

Bottom Line Mentality and Employee Performance

BLM emphasizes one goal above all others, making it the only thing that should be prioritized and worked towards (Greenbaum et al., 2012a). The term "bottom line" in organizational contexts most frequently refers to financial factors like profits or losses (Greenbaum et al., 2012a; Wolfe, 1988). Supervisor who have high BLM will therefore naturally be driven to protect organizational revenues since they prioritize achieving the bottom line over other goals. On the other hand, this way of thinking can encourage a win-lose, competitive atmosphere that resembles a game (Callahan, 2007; Sims, 1992; Wolfe, 1988) and lead to undesirable employee conduct (Babalola et al., 2020; Mesdaghinia et al., 2019). Furthermore, the diverse nature of organizational systems is decreased when a single objective is pursued at the expense of opposing outcomes, making ethical, social, or other significant principles become secondary (Barsky, 2008; Shah & Kruglanski, 2002).

Performance is a particular work activity (Sonnentag & Frese, 2002). It has been recommended that a person's performance of the job is a phase of understanding that results from their employment. Work performed in an organization is influenced by three essential factors, i.e., support from the organization, productivity or management ability, and the effort of each individual who works in the business. Anyone who works in a business is given one of the numerous responsibilities (Simanjuntak, 2002).

Employees will seek to show behavior that complies with their supervisor's bottom-line expectations due to their commitment to the bottom line. We anticipate this

process will not improve employees' team performance and UPB (Babalola et al., 2021). Performance of the employees can be explained as the achievement of particular goals measured through predetermined standards or an anticipated level of accuracy and completeness. High performers show that organizationally defined duties have been completed and support an organization in achieving its bottom-line goals (Hu et al., 2015).

Supervisors who have higher behavioral expectations for their employees' work performance; anticipate that they will do everything in their power to lead to the bottom line's achievement (Mawritz et al., 2017) as well as prefer to closely observe their worker activities to check if they are promoting bottom-line achievement (van Eijck, Michiel; Hsu, Pei-Ling; Roth, 2009). The actions of BLM supervisors, which include a focus only on profits (Greenbaum et al., 2012b) explain their workers that focusing on the bottom line is essential and necessary for success. As a result, supervisor BLM influences how employees believe they should focus on bottom-line objectives (Mesdaghinia et al., 2019) and that workers who are considered "winners" in achieving the bottom line will receive praise and rewards (Greenbaum et al., 2012b). In conclusion, we anticipate that supervisors who have high BLM are disposed to self-interest, not focus and concerned for well-being of employees.

Hypothesis 1. Supervisor BLM has a positive direct effect on employee performance.

Unethical pro-organizational Behavior: A Consequences of Supervisor Bottom line Mentality

UPB can be defined as activities that violate fundamental societal values, laws, or principles of moral behavior and promote the efficient performance of the member and organization (Umphress & Bingham, 2011). Unethical behavior violates accepted ethical standards of society (Kaptein, 2008; Tenbrunsel & Smith-Crowe, 2008; Treviño et al., 2014).These behavior can encouraged by self-interest (Moore et al., 2012)(Umphress et al., 2010) but also from the desire to support someone's business (Umphress et al., 2010; Vardi & Weitz, 2003).

The social exchange theory (Blau, 1964) and social identity theory (Tajfel & Turner, 2003) were the foundational theories used in UPB research to clarify why workers would participate in UPB. For example, (Umphress et al., 2010) discovered

that when workers have a positive reciprocity opinion, will be positively correlated with UPB. Based on this conceptual framework, earlier studies (Castille et al., 2018; Effelsberg et al., 2014; Kong, 2016) have identified a variety of situational and dispositional elements that may contribute to worker UPB.

This study explains why leader BLM causes followers to engage in UPB using the power and influence literature. The organization's leaders significantly impact their members (Raven et al., 1998). The supervisory authority may result from a person's position in the organization's hierarchy or their control over resource distribution. In order to effect and modification the behaviors of assistants, supervisory power is important (Mesdaghinia et al., 2019). The ability of a supervisor to use such control compels assistants to pay close attention to the attitudes of their supervisors and turn into responsive of their expectations. When a leader's bottom line mentality is very high, followers recognize that the only way they can make the leader happy is by assisting them to achieve their ultimate goals, even if that means engaging in UPB (Mesdaghinia et al., 2019).

Many studies on BLM, proposed that a supervisor sole attention to bottom-line results may have a number of dysfunctional effects, including the development of unethical climates (Babalola et al., 2020; Sims & Brinkman, 2002) as well as critical interpersonal relationships (Eissa et al., 2020b; Greenbaum et al., 2012b), such as abusive administration (Mawritz et al., 2017) and unethical pro-organizational behavior (Eissa et al., 2020a). Literature supports the view that UPB can be increased from pressure exerted by the organization or leaders. (Tian & Peterson, 2016) discovered a strong link between accountants' impression of peer pressure to involve in unethical behavior and their assessment of the morality of accounting fraud. (Liang et al., 2018) reported that there is an indirect positive link between unethical practices of real estate agents and leader UPB.

Hypothesis 2: Supervisor Bottom-line mentality is positively related to unethical pro-organizational behavior.

Unethical Pro-Organizational Behavior and Employee Performance

By using social exchange theory, the norm of exchange is the fundamental norm of interpersonal statement and the main theoretical context for explaining human actions (Cropanzano & Mitchell, 2005). Reciprocity means that there are feedback

expectations and responsibilities between both parties (Dulebohn et al., 2012). Workers with high job satisfaction benefit more from their business. A business therefore expects returns when it meets the needs of its employees (Banks et al., 2014; Wilson et al., 2010). Workers may emphasis on their responsibilities and potential benefits to their business relatively their actions meets moral values (Dou et al., 2019; Umphress & Bingham, 2011). According to the definition mentioned above of UPB, it has two main points. The first point is that UPB is an unethical and illegal act unacceptable to the greater community (Jones, 1991). Second, UPB is beneficial for the success of the organization. UPB stands apart from other unethical acts that are carried out to damage the organization or coworkers (Spector & Fox, 2005; Thau et al., 2007) because of this drive to support the business (Greenberg, 2002). However, (Umphress et al., 2010) contend that it cannot be separated from other self-serving immoral actions because it is perceived by workers who are promoting the union will also benefit them. Moreover, UPB includes both act of commission (such as., exaggerating the benefits of the items that the company offer in order to meet the company's sales target) and omission (such as concealing harmful information in order to keep the business's image) (Babalola et al., 2021).

Many scholars have looked into employee performance as a construct. The key objective of every business is to increase performance of the employees, which is connected with leadership. The connection between employee performance and leadership has recently gained much attention. Employees will seek to show behavior that complies with their supervisor's bottom-line expectations due to their commitment to the bottom line. We specifically anticipate that this process will not improve employees' performance and UPB (Babalola et al., 2021; Quade et al., 2020a).

Current study has emphasized on the different effects of leader BLM, like as unethical behavior and a propensity for resignation among subordinates. Despite the fact that both quantitative and qualitative research have demonstrated the detrimental effects of BLM on businesses and individuals, only a small number of research have examined the impact of leader BLM on individual productive actions, and the majority of research have only examined one perspective (Wan et al., 2021). Additionally, although BLM is a global phenomenon, the limited number of research

on leader BLM in the perspective of Pakistan organization has been emphasized by banking sector that support leadership localization. It is notable that BLM might also occur among leaders of the banking sector. In order to fill this gap in the literature on leader BLM, the current study used social exchange theory as its theoretical structure to identify the influence of supervisor BLM on employee performance.

Hypothesis 3: Unethical pro-organization behavior is positively associated with employee performance.

Mediating Effect of Unethical Pro-Organizational Behavior

The financial objectives of the company are typically connected to the bottom line (Quade et al., 2020b). BLM supervisors frequently overlook other factors in favor of bottom-line results like profitability and incentives (Bonner et al., 2017b; Wolfe, 1988). People can anticipate good or negative repercussions of their future behavior, due to the social cognition theory (Bandura, 2002). This knowledge helps people display proper behavior for positive outcomes and prevent adverse results. Worker pro-organizational motivation will therefore rise in an effort to meet the bottom-line goals (Greenbaum et al., 2012b). Thus, the worker's best course of action is to make an effort to meet the objectives.

Consequently, high performance demonstrates the execution of administratively defined tasks (Hu et al., 2015) and helps an organization achieve its business goals. Although UPB can also have a positive influence on performance of the organization, this behavior specifies immoral actions (Umphress et al., 2010; Umphress & Bingham, 2011). UPB is a distinctive construct because it reveals activities that are proposed to give or value the business but are immoral. Instances of such actions are finishing documents that could possibly damage the company's appearance and untruthful to customers when it would value the company. Existing study shows that workers can interchange social exchanges with their employers by supportive the business through UPB (Umphress & Bingham, 2011). Employee performance and UPB reflect how workers can support their organizations and aid in achieving their bottom-line goals. Therefore, we anticipate that the BLM of the supervisor will encourage employees' sense of responsibility for the bottom line, which will stimulate the organization's performance, and UPB will serve as a means of responding to the supervisor's demands (Riisla et al., 2021). The social exchange

theory says that these actions will enable workers to ensure their felt commitment to the bottom line, pay back their BLM supervisors, support their organization in securing their bottom-line goals and promote results.

According to UPB, workers could act unethically for the sake of the interests of their company (Umphress et al., 2010). Prior research on UPB's antecedents showed that BLM had a major impact on UPB. Work tasks are frequently completed in teams in contemporary organizational settings (G. Zhang et al., 2023). In short, companies that emphasis heavily on the bottom line can build the impression that business results are more significant than all consequently create a work situation that helps steer workers toward certain bottom-line attitudes and behaviors. By observing such practices, employees can gain a clear picture of BLM in their companies. Informal and formal organizational procedures, actions, standards and rehearses can lead to employee perceptions of an organization's BLM. For example, business websites, worker handbooks, and precise objectives may specify an organization's BLM while performance appears to be the sole emphasis and priority. As soon as business performance is valued, employees are more expected to be compensated and assessed based on their capacity to achieve performance goals that ensure business performance (Piccolo et al., 2012; Sims & Brinkman, 2002). Studies have revealed that workers may actually involve in precise behavior if this type behavior is common in their organization.

Hypothesis 4: Unethical pro-organizational behavior mediates the relationship between supervisor BLM and employee performance.

The Moderating Effect of Performing Tension

Tensions might nest at many levels of analysis (Schad et al., 2016; Smith, 2014). At the organizational level, performing tensions might trickle down to inconsistencies in individual roles or within the environment. A leader, for example, may experience high performing tension when faced with competing expectations, such as developing a team while also boosting efficiency or managing while permitting the team (Lüscher & Lewis, 2008). Additionally, executing multiple tasks inconsistently inside their workplaces or with their coworkers can cause high levels of stress for employees (Jarzabkowski et al., 2013). For instance, a person may have performing tension high if his profession needs him to be adaptable while adhering to company

policies or to come up with novel solutions while being careful not to make mistakes (Lin et al., 2022; Miron-Spektor et al., 2018).

In this study, we investigate performing tension at an individual level (e.g., having conflicting demands and aims while carrying out one's roles and responsibilities. Persons who experience performing tension high feel ambiguity (Vince & Broussine, 1996) in coping with conflicting expectations and demands, such as the need to adhere to rigorous rules and regulations while also being adaptable to the changes. So, an uncertain environment, the supervisor will ensure that performance is the top priority demonstrating a clear route to success and assisting employees in reducing ambiguity (Babalola et al., 2021). High-performing tension will shift an individual's focus toward the supervisor with BLM, increasing the likelihood that employees will understand the critical information communicated by high-BLM supervisors and modify their motives accordingly. In conclusion, employees will depend more on the supervisor BLM to nurture UPB when employed for a high-BLM supervisor and having high-performing tension (Lin et al., 2022).

Hypothesis 5: Performing tension moderates the relationship between bottom-line mentality and unethical pro-organization behavior such that the relationship will be stronger if there is a higher level of performing tension.

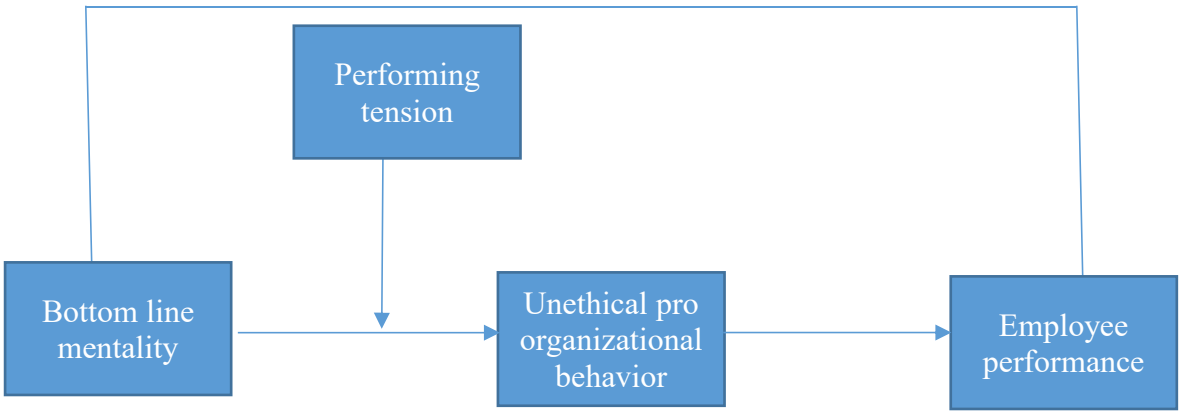


Figure 1: Conceptualized framework

Methodology

A sample of 480 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 only worried with meeting the bottom line."

Unethical Pro-Organizational Behavior

This variable is measured using a six-item scale validated in previous studies (Umphress et al., 2010). Sample items include: **"**If it would help my organization, I would falsify the truth to make my organization look good.**"**

Performing Tension

A three-item scale developed by (Miron-Spektor et al., 2018) is used. Sample items include: "I need to create new solutions to problems while avoiding mistakes."

Employee Performance

Using a nine-item scale adopted from (Churchill Jr et al., 1985). Sample items include: "I am currently working at my best performance level."

Results

Confirmatory Factor Analysis

We conducted (CFA) in Amos 23.0 to examine the distinctiveness of all variables (Table 1). The CFA results show that the hypothesized model ($\chi 2$= 1256.667, RMSEA = 0.071, GFI = 0.821, AGFI= 0.815, TLI = 0.930, CFI = 0.957) had the best goodness of fit and was suitable for further analysis.

Table 1: Results of Confirmatory Factor Analysis

Goodness of fit indices	Desirable Range	Measurement Model
χ2	Nill	1256.667
NC	≤5	1.41
GFI	≥0.80	0.821
AGFI	≥0.80	0.815
RMSEA	≤0.08	0.071
TLI	≥0.90	0.930

CFI	≥0.90	0.957

Test of Hypothesis

A method developed by Hayes (2018) and Preacher et al. (2007) was employed to assess the model as a whole. We used the SPSS macro (PROCESS), which was created by Hayes (2018), to test the mediation hypothesis. Table 2 & 3 display the results of the entire model.

Table 2: The Mediating Effect Of UPB

Path	Estimates	S.E	P
BLM ►EP	0.148	0.038	***
BLM ►UPB	0.282	0.047	***
UPB ► EP	0.242	0.038	***
BLM ►UPB►EP	0.0835	0.0208	***

Table 3: The Moderating Effect of PT

Path	Estimates	S.E	P
BLM×PT► UPB	0.165	0.044	***

The results of Table 2 showed that direct effect of BLM on EP was 0.148 and the P<0.01, so hypothesis 1 was supported. The second hypothesis proposed relationship between BLM and UPB and results showed that hypothesis 2 was accepted as P<0.01. The results of hypothesis 3 showed that the effect of UPB on EP was 0.165 and P<0.01, hypothesis 3 was therefore supported. We tested mediating effect of UPB in the relationship between BLM and EP and results showed significant positive relationship. So, hypothesis 4 is also supported. The results of Table 3 showed the moderating effect of PT in the relationship between BLM and UPB and the values are positively significant. Hence, hypothesis 5 was accepted.

Discussion

Theoretical Contribution

Many executives emphasize the need of maximizing the bottom line above all else, which may be explained by opinions regarding their high BLM. Since employees' views constitute their reality in organizational contexts, we thus promote the investigation of their views of supervisor BLM. These opinions probably reflect how staff members examine environmental cues that imply upper management is just

concerned with financial results and has little regard for other factors. This is significant because people's chosen courses of action are determined by this corporate framework, it could spread mental states that have both positive and negative effects on the organization. Since workers and supervisors' BLMs have been the focus of previous BLM study, our contribution to the research is to examine how employees perceive top supervisor BLM as a sign of how the organization views its priorities and the reasons behind their subsequent responses to these priorities (Greenbaum et al., 2012a).

Our main contribution, based on social exchange theory, is to examine the advantages of supervisor BLM's performance. Despite the fact that it has been indicated that supervisor BLM could be useful in the workplace (Bonner et al., 2017a), there isn't much research that specifically looks into this option in the body of existing research. In contrast to earlier studies (Greenbaum et al., 2012a; Mawritz et al., 2017) our study examines outcomes that could be advantageous to the organization, taking a more realistic or balanced approach to the supervisor BLM idea. By doing this, we offer actual data demonstrating the connection between supervisor BLM and workers' beneficial contributions to the company through employee performance. This type of study is significant because it casts doubt on presumptions about the negative impacts of BLM by arguing that high-BLM supervisors can benefit the organization by giving staff member’s useful information about their priorities at work.

Additionally, we add to the body of works on BLM by illustrating the intricate and diverse interaction between supervisor BLM and workers' labor contributions, which can take many different forms. While our research indicates that supervisor BLM encourages social interactions with staff members that improve performance at work, it can also encourage unethical activities from staff members in the way of UPB. Particularly, workers under high-BLM supervisors might fulfil their need to contribute to the achievement of the bottom line through team performance, but they might also do it unethically, as shown by their propensity for UPB. For instance, the sake of the business, they might, deceive clients. In this sense, our work offers a deeper comprehension of the impacts of high-BLM supervisors and raises the

necessity for research to take a more impartial stance regarding the advantages and disadvantages of BLMs.

The tension literature has never been used into BLM study before, until our work. Because tension research and BLM acknowledge that there are conflicting expectations and ideals in the workplace, this study adds to both literatures by analyzing the interactions between these constructs. The employee ability to analyses social information from important people—supervisor BLM in this case—and environmental factors—performing tension, in this case—depends on theory (Salancik and Pfeffer, 1978). Certain information is expected to be more important for people to analyses when they are exposed to these contextual signals. The findings show that a high-performing tension team turns their focus on supervisor BLM in order to foster larger levels of TPVGO (team performance avoidance goals orientation), which lowers team performance.

Practical Implications

Our research has useful ramifications for businesses looking to maximize the mindset and actions of their members in the pursuit of financial gain. Companies ought to acknowledge that supervisor BLM has both financial and positive effects on workers, making it a two-edged sword. In order to give leaders a more comprehensive and balanced view of how their BLM affects employees, it is crucial to integrate our results into management training programs. Increasing moral education at work is also advised so that managers remind staff members of the value of maintaining ethics when discussing the significance of bottom-line goals.

Future Research

Future studies on supervisor BLM are encouraged to look into its relationships to other employee outcomes like hostility, rudeness, and sabotage. The win-lose mindset of supervisors, for example, encourages employees to lose self-control, which in turn leads to dysfunctional interpersonal behaviors such as deceit (D. H. Welsh et al., 2014) and cheating (Christian & Ellis, 2011). Additionally, high-BLM supervisors keep an eye on their employees' performance at all times and discipline them if they don't meet goals. In these circumstances, workers may potentially resort to sabotage in response to unjust treatment by BLM managers. Additionally, BLM supervisors' staff members may express their concerns by using constructive

(voice, for example) as opposed to destructive opposition. Lastly, BLM managers may cause role conflicts and overwork for staff members, which will ultimately impact work-family relationships and employee burnout (Crawford et al., 2010; Ford et al., 2007; Mesdaghinia et al., 2019).

Conclusion

This study offers a thorough analysis of how supervisor bottom-line mentality (BLM) affects worker performance, emphasizing the moderating influence of performing strain and the mediation role of unethical pro-organizational behavior (UPB). Our results highlight how supervisors' emphasis on financial results may encourage workers to act unethically in an effort to fulfil performance standards, which in turn may affect overall performance results. In particular, we discovered that UPB serves as a substantial mediator, indicating that BLM promotes unethical behavior that has both favorable and unfavorable effects on individual performance even though it is intended to achieve organizational success.

Additionally, it has been demonstrated that performing tension moderates the association between BLM and employee performance, enhancing the effects of BLM when workers are under a lot of pressure to perform. Employees are more prone to use unethical methods to get outcomes when operating under pressure, which improves performance but comes at the expense of moral principles and long-term viability.

These findings advance knowledge of how leadership techniques that only concentrate on results may influence employee behavior in harmful ways implying that a performance-only focus may compromise moral behavior and foster a culture in which workers feel morally conflicted. Organizations ought to carefully examine the consequences of a bottom-line mindset in leadership in light of these results. In order to manage the conflict between employee expectations and well-being, leaders must work to strike a balance that prioritizes both performance goals and ethical integrity.

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