ASSESSING THE SPILLOVER EFFECT OF SUPERVISOR BOTTOM LINE MENTALITY ON WORKPLACE INCIVILITY: A PSYCHOLOGICAL SERIAL MEDIATION OF EMPLOYEE HINDRANCE APPRAISAL AND EMPLOYEE SELF-REGULATION DEPLETION

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Abstract

Based on Stress and Coping Management Theory, this research examines how Supervisor Bottom Line Mentality (SBLM) impacts workplace incivility directly and indirectly via Employee Hindrance Appraisal (EHA) and Employee Self-Regulation Depletion (ESRD). It also examines the serial mediation pathway (SBLM → EHA → ESRD → Incivility). This study used a cross-sectional survey and convenience sampling technique to collect data from 441 employees in the Fast-Moving Consumer Goods (FMCG) sector in Pakistan. The FMCG sector was chosen due to its high-pressure work environment and the prevalence of performance-driven management styles. Validated scales were used, and data were analysed via SmartPLS 4 with PLS-SEM. Results show that SBLM significantly increases workplace incivility through both direct and indirect effects. EHA strongly correlates with ESRD ($r = 0.66$, $p < 0.01$), and the serial mediation pathway was statistically significant, Validating the proposed research model. The cross-sectional design and convenience sampling may limit generalizability and cause-and-effect reasoning. Future studies should seek longitudinal designs in diverse sectors and cultural contexts. The findings of this research provide actionable guidelines for organizations to balance performance goals with employee well-being, train leaders to avoid bottom-line-only thinking, and strengthen employees' coping resources in high-pressure environments. This empowers organizations with practical strategies to enhance their management practices. This research is among the first to test a serial mediation model linking SBLM to workplace incivility via EHA and ESRD using SmartPLS 4, integrating cognitive appraisal and resource depletion into a single conceptual model. The originality and value of this research lie in its unique approach and the measure and strategies it provides, which will surely plot and be appreciated by the academic community.

Keywords: Supervisor Bottom Line Mentality, Employee Hindrance Appraisal, Employee Self-Regulation Depletion, Workplace Incivility.

INTRODUCTION

In the contemporary competitive business environment, supervisors face relentless pressure to deliver measurable performance outcomes (Zhao, N., He, B., Sun, X., & Hu, W., 2024; Moazzam, S., & Malik, M. A. R., 2025). This pressure has given rise to a leadership orientation known as Supervisor Bottom Line Mentality (SBLM), defined as a singular focus on achieving bottom-line results to the exclusion of other priorities such as employee welfare, ethical conduct, and long-term sustainability (Greenbaum, Mawritz, & Eissa, 2012; Ma et al. (2025). While SBLM can stimulate short-term productivity, it risks creating a workplace climate where human considerations are subordinated to financial imperatives, potentially eroding trust, cooperation, and organizational citizenship (Mawritz et al., 2014; Andrews & Dawley, 2025). A growing body of research warns that such a results-at-all-costs mindset can have unintended negative consequences. Specifically, SBLM has been shown to increase subordinate job insecurity, thereby elevating unethical pro-organizational behaviors (Zhang et al. 2023) and undermining employees' moral conduct (Saleem, Gill, Sarfraz, Zafar, & Saleem, 2025).

One particularly insidious outcome of this climate is workplace incivility, conceptualized as low-intensity deviant behavior that violates norms of mutual respect (Andersson & Pearson, 1999; Wright & Caillier, 2025). Incivility, though often subtly manifesting as curt remarks, exclusion, or disregard, has cumulative detrimental effects on morale, collaboration, and performance (Schilpzand, De Pater, Erez, 2016; Christodoulou et al. 2025). Recent national data from the SHRM Civility Index underscores the prevalence and costliness of workplace incivility, estimating over $2 billion in daily productivity losses due to uncivil behaviors (Vickneswaran 2025).

SBLM may escalate incivility both directly and indirectly. Supervisors who signal that only results matter may inadvertently communicate that respect, fairness, and interpersonal consideration are secondary, thereby legitimizing uncivil conduct (Ma et al. 2025; Deng, 2025). Furthermore, psychological strain experienced by employees under SBLM, manifesting as hindrance stress, moral conflict, or self-regulatory depletion, can impair self-control and increase the likelihood of uncivil responses (Luo & Tong 2025; Dong et al. 2023).

Despite these theoretical linkages, the mechanisms through which SBLM translates into workplace incivility remain inadequately explored. This gap in our understanding urgently warrants deeper scholarly inquiry to address the pressing issue of workplace incivility.

Although prior studies have linked Supervisor Bottom Line Mentality (SBLM) to performance outcomes and unethical behavior (Greenbaum et al., 2012; Guo, Du, & Zhang, 2024; Tan, Yuan, & Wan, 2024), its potential role in fostering workplace incivility remains underexplored in academic literature s (Yaqoob, Shahzad, Faisal, Kitchlew, & Abualigah, 2025). Existing research has yet to thoroughly examine the serial mediation pathway mechanisms through which SBLM may drive incivility, particularly via employees' hindrance appraisal of work demands (LePine, Podsakoff, & LePine, 2005; Liu et al. 2024) and the subsequent depletion of self-regulatory resources (Baumeister, Bratslavsky, Muraven, & Tice, 1998; Muraven & Baumeister, 2000). While hindrance stress appraisal and self-regulation depletion have each been individually associated with negative workplace behaviors (Rodell & Judge, 2009; Courtright, Gardner, Smith, McCormick, & Colbert, 2016), no integrated single model has empirically tested their joint mediating effect between SBLM and workplace incivility. Moreover, the moderating influence of high-pressure work contexts, such as fast-moving consumer goods sectors, which may exacerbate these psychological processes, has not been incorporated into prior frameworks. This gap limits both theoretical understanding and practical measures and strategies for managing incivility in performance-driven organizational environments.

There is unsubstantiated and insufficient understanding of the mediating psychological processes linking supervisor bottom line mentality to workplace incivility. In the absence of this knowledge, organizations risk addressing only surface-level behavioral outcomes without targeting the deeper cognitive and emotional mechanisms that drive them. This lack of knowledge hinders the development of targeted measures to curb workplace incivility Coming from high-pressure, results-only managerial mindsets and management perspectives. This research examines the direct effect of Supervisor Bottom Line Mentality (SBLM) on workplace incivility and investigates systematically if this relationship is mediated by hindrance appraisal and self-regulation depletion. It additional tests a serial mediation pathway SBLM → hindrance appraisal → self-regulation depletion → workplace incivility to understand how cognitive and resource-based mechanisms jointly explain this link. Therefore, it asks whether SBLM predicts incivility, whether each mediator operates independently, and whether both act in a serial mediation pathway to send SBLM's effects.

This research significantly improves, enhances and advances organizational behavior literature by detailed understanding of how high-pressure, results-driven leadership, specifically Supervisor Bottom Line Mentality (SBLM), can escalate interpersonal mistreatment such as workplace incivility. By underpinning Stress and Coping Management Theory, it states a nuanced framework that links cognitive stress evaluations and coping resource depletion to the emergence of incivility. The findings of this research have direct practical value for HR professionals and leaders, emphasizing and highlighting the need to balance performance demands with employee well-being and providing empirical understanding to guide leadership development and civility-focused interventions in high-pressure environments.

This research is underpinned by Stress and Coping Management Theory (Lazarus & Folkman, 1984; Biggs et al. 2017), which theorizes that individuals examine, analyse and respond to stressors via a dynamic process of appraisal and coping. According to framework, stress arises when perceived demands surpass available coping resources, and the individual's cognitive appraisal determines both the nature and intensity of the response.

Applied to the context of Supervisor Bottom Line Mentality (SBLM), employees are likely to appraise the singular focus on results as a hindrance stressor. This condition hinders and obstructs personal goals, autonomy, and fairness. This kind of appraisals heighten psychological strain and trigger coping demands. Gradually, maintained exposure/ vulnerability to these stressors depletes coping resources, reducing self-regulatory capacity and increasing the probability likelihood of engaging in workplace incivility.

Figure 1 Conceptual Framework
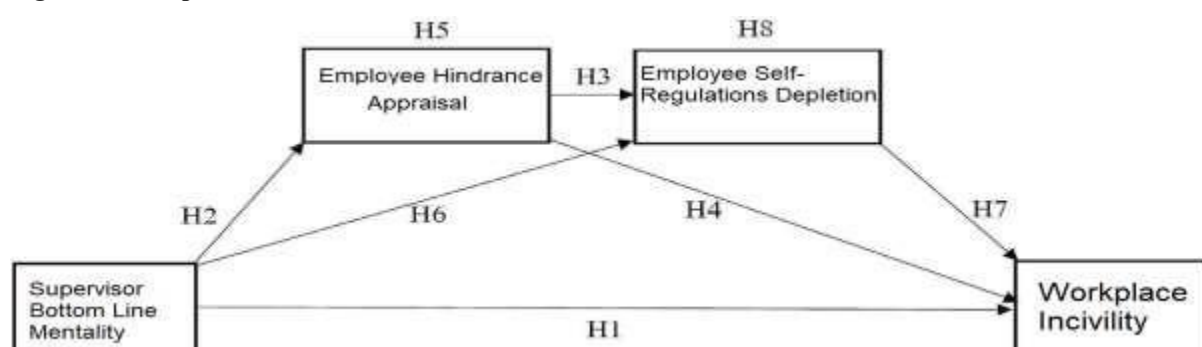
In my model (Figure 1), hindrance appraisal represents the initial cognitive evaluation of SBLM-driven demands, while self-regulation depletion captures the exhaustion of coping resources that follows. The serial mediation pathway SBLM → Hindrance Appraisal → Coping Resource Depletion → Workplace Incivility thus operationalises Stress and Coping Management Theory by linking leadership- led to stress appraisals directly to interpersonal outcomes. This theoretical lens not only elucidates the mechanisms at play but also provides a foundation for Measures strategies interventions aimed at boosting employees' coping strategies in high-pressure environments.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Supervisor Bottom Line Mentality (SBLM)

Supervisor Bottom Line Mentality (SBLM) is defined as "one-dimensional thinking that revolves around securing bottom-line outcomes to the exclusion of other competing priorities" (Greenbaum, Mawritz, & Eissa, 2012, p. 344). Leaders exhibiting SBLM prioritize performance metrics above employee well-being, ethical conduct, and long-term sustainability (Tan, Yuan, & Wan, 2024). During such an approach may enhance short-term results, it often disregards relational and moral considerations, Stimulating climates of competition and mistrust (Guo, Du, & Zhang, 2024). Empirical research links SBLM to various negative outcomes, including increased social undermining and turnovers (Greenbaum et al., 2012), reduced organizational citizenship behaviors (Mawritz et al., 2014), unethical pro-organizational behavior (Babalola et al., 2020), and burnout (Wang, Zhang, Cai, & Guo, 2025). It is also associated with job anxiety and perceptions of organizational politics (Guo et al., 2024). As a hindrance stressor, SBLM may constrain autonomy and fairness, thereby triggering negative cognitive appraisals (Zhang & Li, 2024). While previous research has focused on performance and ethics-related outcomes, limited attention has been given to subtle interpersonal deviance, such as workplace incivility, and to the mechanisms explaining this link. Given its performance-at-all-costs orientation and potential to wear away respectful norms. To explain in detailed these outcomes, this research locates Supervisor Bottom-Line Mentality (SBLM) within the Stress and Coping Management Theory, which assumes that stress arises when workplace demands are appraised as exceeding one's coping resources (Lazarus & Folkman, 1984; Biggs, Brough, & Drummond, 2017). As scholars interested in organizational behavior and stress theory, your deep understanding of the Stress and Coping Management Theory is significant key. According to this theory, individuals engage in primary appraisal, where they examine whether a demand is threatening or challenging, and secondary appraisal, where they gauge their coping resources (Biggs et al., 2017). Under this theoretical umbrella, SBLM is generally appraised as a hindrance stressor because it emphasizes rigid bottom-line outcomes while neglecting fairness, relational values and distributive justice in psychological resources, leading employees to experience threat perceptions rather than motivational challenge (Guo, Du, & Zhang, 2024). Under the influence of SBLM, employees often perceive a lack of coping resources, leading to strengthened negative emotions such as anxiety, frustration, and vexation (Guo et al., 2024). This emotional toll on employees is a significant aspect of the theory's implications. When negative emotions, such as those caused by SBLM, are not effectively managed, they can lead to dysfunctional interpersonal responses, including workplace incivility (Mawritz, Greenbaum, Butts, & Graham, 2014). This connection emphasizes the potential negative impact of SBLM on workplace dynamics.

Under the umbrella of Stress and Coping Management Theory, SBLM is conceptualized as a hindrance stressor that generates negative appraisals, depletes coping capacity, and strengthen disrespectful behaviors. This understanding provides a robust theoretical justification for the following hypothesis, and it also sheds light on the practical implications of our research, accordingly it can hypothesize that:

- **H1: Supervisor bottom-line mentality has a significant and positive impact on workplace incivility.**

2.2 Employee Hindrance Appraisal

Hindrance appraisal refers to employees' cognitive evaluation of work demands as obstacles that hinder personal growth, goal attainment, and autonomy (Cavanaugh et al., 2000). Unlike challenge appraisals, which can be motivating, hindrance appraisals evoke negative emotions and are associated with strain, disengagement, and counterproductive behaviors (Zhang & Li, 2024). During Stress and Coping Management Theory (Lazarus & Folkman, 1984), hindrance appraisal represents the first stage in the stress–strain–outcome process, shaping following coping responses. Leadership styles that highlight performance over support, such as SBLM, can escalate hindrance appraisals (Guo, Du, & Zhang, 2024; Tan et al., 2024). Employees perceiving and observing such leadership may see demands as overwhelming, uncontrollable and unfair, As a result increasing frustration (Kamran et al., 2023). Hindrance appraisals have been shown to directly lead to emotional exhaustion, decreased performance, and interpersonal deviance (Zhang & Li, 2024; Yaqoob et al., 2025).

Grounded in the Stress and Coping Management Theory (Lazarus & Folkman, 1984; Biggs, Brough, & Drummond, 2017), this study positions hindrance appraisal as a key cognitive mechanism explaining how supervisor bottom-line mentality (SBLM) influences employee outcomes. Stress theory highlights that workplace demands trigger a cognitive appraisal process, whereby individuals classify demands as challenges, threats, or hindrances (Cavanaugh et al., 2000; Webster, Beehr, & Love, 2011). Hindrance appraisal reflects employees' evaluations of work demands as obstructive to personal growth, goal achievement, and autonomy, which

subsequently evoke negative emotions and maladaptive coping (LePine, Podsakoff, & LePine, 2005; Zhang & Li, 2024). Empirical research demonstrates that hindrance appraisals are positively associated with strain, emotional exhaustion, and counterproductive behaviors (LePine et al., 2004; Podsakoff, LePine, & LePine, 2007; Yaqoob et al., 2025). Leadership styles that emphasize results at the expense of employee support, such as SBLM, intensify these hindrance appraisals by creating perceptions of overwhelming, uncontrollable, and unfair demands (Greenbaum, Mawritz, & Eissa, 2012; Guo, Du, & Zhang, 2024; Tan et al., 2024; Kamran et al., 2023). Within the **primary appraisal stage** of stress–coping processes, employees exposed to SBLM are thus more likely to perceive job demands as hindrances, heightening frustration, disengagement, and strain (Folkman, 1984; Zhang & Li, 2024). Furthermore, research shows that hindrance appraisals consume significant emotional and cognitive resources, which over time deplete self-regulation capacity and contribute to resource exhaustion (Muraven & Baumeister, 2000; Lanaj, Johnson, & Barnes, 2014; Yao et al., 2022). Even though these deep Understanding and insights, few studies have examined the direct link between SBLM and hindrance appraisal, or the role of hindrance appraisal as a drivers and precursor to self-regulation depletion in a serial mechanism. accordingly, it can hypothesize that:

- **H2: Supervisor bottom-line mentality has a significant and positive impact on employee hindrance appraisal.**
- **H3: Employee hindrance appraisal has a significant and positive impact on employee self-regulation depletion.**

2.3 Employee Self-Regulation Depletion

Self-regulation depletion, too called ego depletion, is a declare in which individuals' mental and emotional physiological resources for self-control are decrease by maintained cognitive or emotional demands (Baumeister et al., 2007). Constant regulation of emotions and behavior reduces the ability to cling and adhere to norms of civility, increasing vulnerability and susceptibility to deviance. In Stress and Coping Management Theory, depletion reflects the strain phase following negative cognitive appraisal, which undermines adaptive coping. Hindrance stressors accelerate depletion by requiring maintained coping without provide motivational benefits (Zhang & Li, 2024). Beneath high-pressure leadership, employees experiencing hindrance appraisals report higher fatigue, irritability, and diminished emotional control (Kamran et al., 2023). Depletion has been linked to incivility, conflict, and other forms of interpersonal mistreatment (Yaqoob et al., 2025). Furthermore, hindrance appraisal has been found to mediate the link between destructive leadership and depletion (Guo et al., 2024). In line with Stress and Coping Management Theory (Lazarus & Folkman, 1984), self-regulation depletion can be understood as a consequence of maladaptive coping processes triggered by negative cognitive appraisals. When employees perceive workplace demands as hindrance stressors, they experience strain that consumes psychological resources without offering compensatory motivational benefits. Over time, this sustained regulatory effort exhausts emotional and cognitive reserves, leading to irritability, fatigue, and reduced impulse control. Such depletion weakens the ability to maintain civility, thereby heightening the likelihood of counterproductive workplace behaviors, including incivility and interpersonal mistreatment. Although these relationships have been studied separately, their integration into a serial mediation model is rare. This research proposes that hindrance appraisal mediates the link between SBLM and depletion, and depletion mediates the link between hindrance appraisal and incivility. accordingly, it can hypothesize that:

- **H4: Employee self-regulation depletion has a significant and positive impact on workplace incivility.**
- **H5: Employee hindrance appraisal mediates the relationship between supervisor bottom-line mentality and employee self-regulation depletion.**
- **H7: Employee self-regulation depletion mediates the relationship between employee hindrance appraisal and workplace incivility.**

2.4 Workplace Incivility

Workplace incivility is defined as "low-intensity deviant behavior with unclear intent to harm, in violation of workplace norms for mutual respect" (Andersson & Pearson, 1999, p. 457). Examples integrate dismissive remarks, ignoring colleagues, and subtle exclusion, which can cumulatively degrade morale, trust, and performance (Schilpzand et al., 2016). Prior Research revealed that destructive leadership styles, including SBLM, can increase incivility by transmitting that interpersonal respect is secondary to performance (Guo et al., 2024; Yaqoob et al., 2025). Hindrance appraisal escalate incivility by creating frustration, although self-regulation depletion escalates impulsive, disrespectful acts (Zhang & Li, 2024; Kamran et al., 2023).

According to Stress and Coping Management Theory (Lazarus & Folkman, 1984; Biggs et al., 2017), which posits that individuals' responses to stressors depend on their cognitive appraisal and coping resources. Under SBLM, employees may appraise performance pressures as hindrances, heightening stress and frustration. Such hindrance appraisal drains coping resources and fosters negative affect, which manifests in workplace incivility. Furthermore, prolonged stress exposure depletes self-regulatory capacities, reducing employees' ability to control impulsive or disrespectful behaviors. Thus, the theory provides a framework to explain how leadership-induced stressors (SBLM) indirectly escalate incivility via appraisal and resource depletion processes. While incivility has been widely studied, limited empirical research examines how SBLM contributes to incivility via both hindrance appraisal and self-regulation depletion in a serial process. accordingly, it can hypothesize that:

- **H6: Employee hindrance appraisal has a significant and positive impact on workplace incivility.**
- **H8: Employee self-regulation depletion mediates the relationship between supervisor bottom-line mentality and workplace incivility.**

METHODS

This research follows a positivist research philosophy, supposing that valid knowledge originates from observable and measurable data (Saunders, Lewis, & Thornhill, 2019). A deductive approach was adopted, where hypotheses were developed from existing theory and tested through empirical evidence. The research used a quantitative, cross-sectional design to examine the proposed relationships between Supervisor Bottom Line Mentality (SBLM), Employee Hindrance Appraisal (EHA), Employee Self-Regulation Depletion (ESRD), and Workplace Incivility (WI) in the FMCG sector of Pakistan. This sector was selected due to its competitive, high-performance environment, where a bottom-line focus and interpersonal dynamics are particularly relevant. Target Population comprised employees from sales, marketing, supply chain, and operations departments of FMCG companies in major urban centers. Using Krejcie and Morgan's (1970) sample size table, the research confirmed acceptability for statistical analysis. A total of 600 structured questionnaires were distributed through convenience sampling due to time constraints. After excluding incomplete and missing responses, 440 valid questionnaires were kept, illustrating a high 73.3% significant response rate, which is deemed acceptable in organizational research (Baruch & Holtom, 2008) and adds to the research reliability.

All participants gave informed consent before taking part in the study. Data were collected through a self-administered questionnaire, which incorporated a clear consent statement on the first page. That statement explained the purpose of the study, confirmed that participation was voluntary, and emphasized the strict confidentiality and anonymity of the data. Participants were assured that their names and company details would not appear in any reports. The research did not involve human or animal experiments or clinical trials, and it strictly followed established ethical guidelines for research with human participants. This study was reviewed and approved by the Research Ethics Committee of the Faculty of Management and Social Sciences, Capital University of Science and Technology (Ref: CUST/FMSS/REC/2025-53). All procedures adhered with the APA ethical guidelines for human research. Informed consent was obtained from all participants prior to data collection.

3.1 Instruments

A well-structured questionnaire was developed to collect data aligned with the research objectives. The instrument was divided into four main categories: Supervisor Bottom Line Mentality (SBLM), Employee Hindrance Appraisal (EHA), Employee Self-Regulation Depletion (ESRD), and Workplace Incivility (WI). All measurement scales were adapted from previously validated instruments to ensure reliability and validity.

3.1.1 Supervisor Bottom Line Mentality (SBLM)

Five items adapted from Greenbaum, Mawritz, and Eissa (2012) were used to assess the extent to which supervisors focus on bottom-line results over other priorities. These items capture employees' perceptions of their supervisor's emphasis on achieving financial and performance targets, sometimes at the expense of other considerations. Sample item: "My supervisor cares only about meeting departmental goals, regardless of the cost"

3.1.2 Employee Hindrance Appraisal (EHA)

Five items, adapted from the cognitive appraisal framework of Lazarus and Folkman (1984), were used to measure employees' perceptions of work demands as obstacles that hinder personal growth and job performance. Sample item: "Situations at work prevent me from performing to my full potential."

3.1.3 Employee Self-Regulation Depletion (ESRD)

Five items adapted from Twenge, Muraven, and Tice (2004) were used to measure the depletion of employees' psychological resources for self-control and regulation. Sample item: "I feel mentally drained after handling my work tasks."

3.1.4 Workplace Incivility (WI)

Five items adapted from Cortina, Magley, Williams, and Langhout (2001) were used to assess the frequency of disrespectful and rude behaviors experienced by employees in the workplace. Sample item: "Colleagues make demeaning remarks toward others at work."

All items were rated on a 7-point Likert scale ranging from (1) strongly disagree to (7) strongly agree. This format allowed respondents to indicate the extent of their agreement with each statement, providing an accurate evaluation of each construct. The complete questionnaire is provided in Appendix A.

3.2 Demographic Profiles

Table 1 Demographic Characteristics of Respondents

Description	Category	Frequency	Percent
Gender of Respondents	Male	311	70.5
	Female	130	29.5
	Total	441	100.0
Age of Respondents	25 - 30	154	34.9
	30.1 - 35	136	30.8
	35.1 - 40	64	14.5

| | 40.1 - 45 | 46 | 10.4 |
	45.1 - 50	30	6.8
	50.1 - 55	11	2.5
	Total	441	100.0
Experience of Respondents	less than 1 year	46	10.4
	1.1 - 3	112	25.4
	3.1 - 7	131	29.7
	7.1 - 10	86	19.5
	10.1 - 13	46	10.4
	13.1 - 15	21	4.8
	Total	441	100.0
Education Level of Respondents	Intermediate	93	21.1
	Bachelor	171	38.8
	Master	136	30.8
	PhD/Others	41	9.3
	Total	441	100.0

Note: This table presents the demographic breakdown of the study respondents by gender, age, experience, and education level. Percentages are calculated based on the total sample size (N = 441).

RESULTS AND ANALYSIS

4.1 Multicollinearity

In this research, the potential issue of multicollinearity was assessed using the Variance Inflation Factor (VIF) for each predictor variable. Multicollinearity occurs when independent variables are highly correlated, which can lead to inflated standard errors and unreliable regression coefficients. Next the conservative guideline suggested in previous literature, a VIF value below 5 is commonly considered acceptable (Daoud, 2017; O'Brien, 2007; Hair et al., 2011; Sedgwick, 2015), while some scholars suggest that values below 10 may be acceptable in less stringent contexts (Henseler et al., 2009; Hair et al., 2010). The VIF values obtained in this research were 1.553 for SBLM (IV), 2.082 for EHA (Mediator 1), and 2.777 for ESRD (Mediator 2).

Figure 2 VIF Pictogram
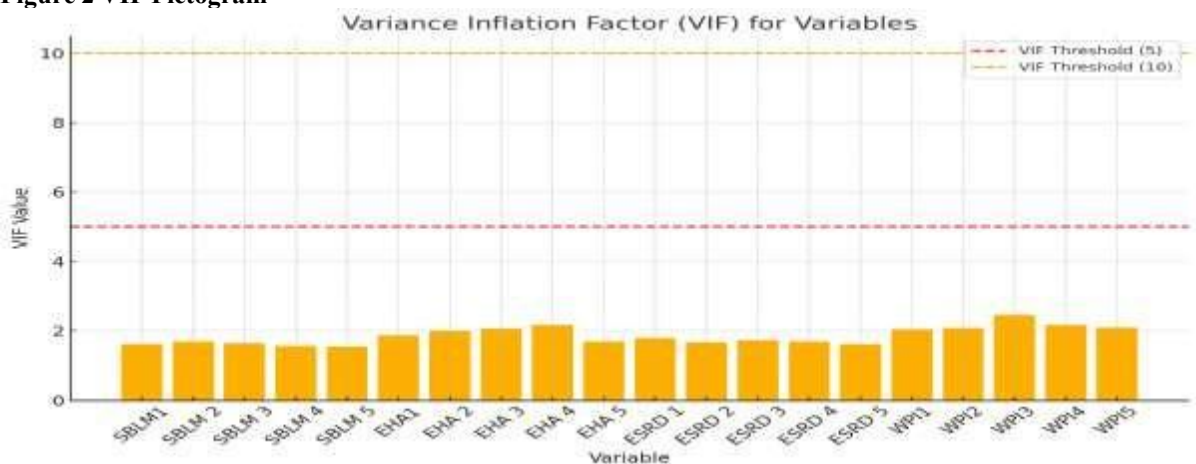
As per above pictogram results confirm that all values are well below the conservative threshold of 5, confirm that multicollinearity is not a concern in this dataset. This repeats the lack of concern about multicollinearity, providing a strong basis for the research validity and the stability of the relationships between the variables.

4.2 Convergent and Discriminant Validity

Our assessment of convergent validity was conducted with meticulous care, using Composite Reliability (CR) and Average Variance Extracted (AVE). The results are robust: all constructs demonstrated CR values above the recommended threshold of 0.70 (Hair et al., 2019), indicating strong internal consistency. This includes Supervisor Bottom Line Mentality (CR = 0.899), Employee Hindrance Appraisal (CR = 0.872), Employee Self-Regulation Depletion (CR = 0.877), and Workplace Incivility (CR = 0.916). The AVE values for all constructs exceeded the recommended minimum of 0.50 (Fornell & Larcker, 1981), confirming that more than half of the variance in the indicators is explained by their respective constructs. As per table 2 results, achieved through a thorough research process, instil confidence in the validity of our measurement model.

Our assessment of the Heterotrait–Monotrait ratio (HTMT) in accordance with the guidelines of Hair et al. (2020) & Henseler et al. (2015) has successfully established discriminant validity. The results in table 3 are conclusive: all HTMT values DL–CD (0.730), DL–MD (0.786), DL–WPI (0.681), CD–MD (0.664), CD–WPI (0.597), and

MD–WPI (0.621) are well below the conservative threshold of 0.90. This reiterates the confirmation of discriminant validity for the measurement model, as each construct is empirically distinct.

Table: 2 Composite Reliability (CR) and Average Variance Extracted (AVE)

Variables	CR	AVE
Supervisor bottom line mentality	0.899	0.639
Employee Hindrance appraisal	0.872	0.576
Employee Self regulation depletion	0.877	0.588
Workplace incivility	0.916	0.684

Note: CR = Composite Reliability; AVE = Average Variance Extracted. CR values above 0.70 indicate acceptable internal consistency (Hair et al., 2019), and AVE values above 0.50 indicate adequate convergent validity (Fornell & Larcker, 1981).

Table: 3 Heterotrait-Monotrait Ratio (HTMT)

S.No	Variables	1	2	3	4
1	Supervisor bottom line mentality	1			
2	Employee Hindrance appraisal	0.73	1		
3	Employee Self regulation depletion	0.786	0.664	1	
4	Workplace incivility	0.681	0.597	0.621	1

Note: HTMT = Heterotrait–Monotrait ratio of correlations. Values below 0.90 indicate adequate discriminant validity (Hair et al., 2020; Henseler et al., 2015).

4.3 Descriptive Statistics

All study variables demonstrated satisfactory internal consistency, instilling confidence in the study's findings. The high reliability of Workplace Incivility ($\alpha = 0.89$) and Employee Hindrance Appraisal ($\alpha = 0.82$), both exceeding the commonly accepted threshold of 0.70, is a testament to the strength of the study (Holmbeck & Devine 2009); Hair, Hult, Ringle, & Sarstedt, 2019).

Mean scores across the 7-point scale were notably high, indicating a strong prevalence of the measured constructs among respondents. Employee Hindrance Appraisal reported the highest mean (M = 6.41, SD = 0.73), suggesting frequent perceptions of hindrance-related job demands. The lowest mean was observed for Workplace Incivility (M = 6.02, SD = 0.75), though this value remains high within the possible range. Standard deviations for all variables were below 0.80, reflecting consistent responses with limited variability.

Table 4. Descriptive Statistics, Reliability Coefficients, and Correlations among Study Variables

Variables			α	Min	Max	Mean	SD	1	2	3	4
Supervisor	Bottom	Line Mentality	0.859	1.000	7.000	6.100	0.788	1			
Employee		Hindrance Appraisal	0.816	1.000	7.000	6.410	0.728	0.616	1		
Employee	Self-Regulation	Depletion	0.825	1.000	7.000	6.080	0.769	0.663	0.547	1	
Workplace Incivility			0.885	1.000	7.000	6.020	0.751	0.595	0.512	0.532	1

Note: N = 441; **p < 0.01 (2-tailed); SD = Standard Deviation; Min. = Minimum; Max. = Maximum. Values in italics represent correlations among the study variables.

Correlation analysis revealed positive and statistically significant associations between all variables (p < 0.01). The strongest relationship was between Employee Hindrance Appraisal and Employee Self-Regulation Depletion (r = 0.66, p < 0.01), indicating that higher hindrance perceptions are linked to greater depletion of self-regulatory resources. Supervisor Bottom Line Mentality was positively correlated with Employee Hindrance Appraisal (r = 0.62, p < 0.01), suggesting that a stronger bottom-line focus among supervisors is associated with higher perceptions of hindrance demands. Both Employee Hindrance Appraisal (r = 0.55, p < 0.01) and Employee Self-Regulation Depletion (r = 0.58, p < 0.01) were positively correlated with Workplace Incivility, underscoring the interconnected nature of these workplace factors.

4.4 Confirmatory Factor Analysis (CFA)

To validate whether the structural model fits the data properly, several fit indices were examined, including SRMR, d_ULS, d_G, Chi-square, and NFI. These indices collectively provide an understanding of the model's quality and its suitability for further analysis.

Table 5: Model Fit Indices

	SRMR	d_ULS	d_G	Chi-square	NFI
Saturated Model	0.056	0.670	0.222	570.403	0.871
Estimated Model	0.056	0.670	0.222	570.403	0.871

Note: Fit indices indicate an acceptable and stable model, with identical values for saturated and estimated models. As referenced by Henseler et al. (2016), an SRMR value below 0.08 indicates a good model fit. In this analysis, the SRMR value for both the saturated model (0.056) and the estimated model (0.056) falls well within the preferred threshold, indicating a strong fit. The values of d_ULS (0.670) and d_G (0.222) are identical in both models and relatively low, suggesting minimal discrepancy between the predicted and observed data. The Chi-square value for both the saturated and estimated models (570.403) is the same, further indicating consistency in the model's fit. Moreover, the NFI values of 0.871 for both models surpass the minimum acceptable level of 0.80, which means a good fit (Gaskin, 2025), though slightly below the ideal benchmark of 0.90, but still indicating a good fit.

Overall, these results confirm that the structural model demonstrates a good fit with the observed data, meets recommended thresholds, and is not only significant but also validating for further hypothesis testing and research.

4.5 Hypothesis testing
4.5.1 Direct and indirect hypotheses

As per table 6 presents the results of the direct and indirect path analyses. All direct paths were statistically significant at $p < 0.01$, providing strong support for the proposed relationships. These findings have significant implications for understanding and managing workplace dynamics. For direct effects, Supervisor Bottom Line Mentality demonstrated a significant positive relationship with Workplace Incivility (B = 0.346, SE = 0.058, t = 5.982, $p < 0.001$, LLCI = 0.125, ULCI = 0.327) and with Employee Hindrance Appraisal (B = 0.616, SE = 0.032, t = 19.053, $p < 0.001$, LLCI = 0.081, ULCI = 0.300). Employee Hindrance Appraisal was positively associated with Employee Self-Regulation Depletion (B = 0.223, SE = 0.052, t = 4.321, $p < 0.001$, LLCI = 0.553, ULCI = 0.680). Employee Self-Regulation Depletion also showed a significant positive association with Workplace Incivility (B = 0.199, SE = 0.066, t = 3.006, p = 0.003, LLCI = 0.430, ULCI = 0.614), as did Employee Hindrance Appraisal (B = 0.189, SE = 0.056, t = 3.380, p = 0.001, LLCI = 0.228, ULCI = 0.456).

Table 6: Direct and Indirect Effect

Direct Effects	B	S. E	T	P	LLCI	ULCI
Supervisor BLM → Workplace Incivility	0.346	0.058	5.982	0.000	0.125	0.327
Supervisor BLM → Hindrance Appraisal	0.616	0.032	19.053	0.000	0.081	0.300
Hindrance Appraisal → Self-Regulation Depletion	0.223	0.052	4.321	0.000	0.553	0.680
Self-Regulation Depletion → Workplace Incivility	0.199	0.066	3.006	0.003	0.430	0.614
Hindrance Appraisal → Workplace Incivility	0.189	0.056	3.380	0.001	0.228	0.456
Indirect Effects						
Supervisor BLM → SR Depletion → Hindrance Appraisal	0.138	0.034	3.995	0.000	0.013	0.089
Hindrance Appraisal → Workplace Incivility → SR Depletion	0.104	0.036	2.882	0.004	0.036	0.179
BLM → SRD → Workplace Incivility	0.117	0.035	3.293	0.001	0.075	0.210

Note: N = 441; Bootstrap sample size = 5,000; CI = Confidence Interval; LLCI = Lower Limit of Confidence Interval; ULCI = Upper Limit of Confidence Interval; $p < 0.001$.

Supervisor Bottom Line Mentality emerges as a significant factor in the indirect effects. It has a notable positive impact on Employee Self-Regulation Depletion through Employee Hindrance Appraisal (B = 0.138, SE = 0.034, t = 3.995, $p < 0.001$, LLCI = 0.013, ULCI = 0.089). Employee Hindrance Appraisal, in turn, significantly influences Workplace Incivility via Employee Self-Regulation Depletion (B = 0.104, SE = 0.036, t = 2.882, p = 0.004, LLCI = 0.036, ULCI = 0.179). The serial pathway from Supervisor Bottom Line Mentality to Workplace Incivility via Employee Hindrance Appraisal and Employee Self-Regulation Depletion is also significant (B = 0.117, SE = 0.035, t = 3.293, p = 0.001, LLCI = 0.075, ULCI = 0.210).

These findings highlight the important role of both direct and indirect pathways, with Employee Hindrance Appraisal and Employee Self-Regulation Depletion emerging as key mediators. They play a significant role in the relationship between Supervisor Bottom Line Mentality and Workplace Incivility, Confirming their importance in the workplace dynamics.

4.6 Structural Model

The structural model is the second and key stage of analysis. It is the ratio of model which States the way that how explanatory variables are related with each other (Field et al. 2025). The aims of structural model to identify which latent constructs directly or indirectly affect the values of other latent constructs in the model (Kline, 2015). The overall model is shown below in Figure 3.

Figure 3 Structured model.
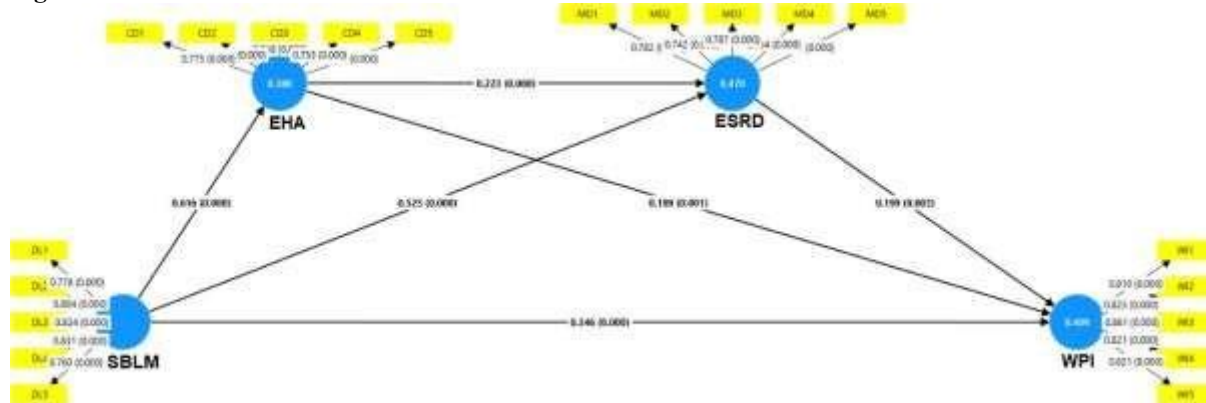
DISCUSSION

As per results of current research, which provide significant strong empirical evidence for the proposed conceptual research model, have significant and meaningful implications for leadership and workplace behavior. They demonstrate and prove that Supervisor Bottom Line Mentality (SBLM) not only significantly indicates predicts workplace incivility (WI) but also does so indirectly through employee hindrance appraisal (EHA) and employee self-regulation depletion (ESRD) (Greenbaum et al., 2012; Liu et al. 2024; Yaqoob et al., 2025). These findings align with recent current work on destructive leadership, indicating that leaders who prioritize bottom-line outcomes over employee well-being create climates that wear away interpersonal respect and escalate uncivil conduct (Guo et al., 2024; Tan, Yuan, & Wan, 2024).

The strongest relationship in this study was between EHA and ESRD (r = 0.66), highlighting the central role of cognitive appraisal as a precursor to resource depletion (Kamran et al., 2023; Sial et al. 2025). This aligns with Stress and Coping Management Theory (Lazarus & Folkman, 1984), which states that when demands are appraised as hindrance stressors blocking personal goals, autonomy, or fairness they trigger prolonged psychological strain that drains coping resources (Deng, 2025; Andrews & Dawley, 2025). In high-pressure sectors such as FMCG, these negative appraisals are more frequent and intense, heightening the risk of self-regulatory breakdowns and uncivil behaviors (Saleem et al., 2025; Caillier, 2016).

A major contribution of this research is the Validation, confirmation and proof of the serial mediation mechanism (SBLM → EHA → ESRD → WI), which integrates cognitive evaluation and resource depletion into a single explanatory process (Saleem et al. 2024; Zhang et al., 2025). While prior studies have examined hindrance stress and self-regulation depletion separately (Rodell & Judge, 2009; Yaqoob et al., 2025), the present research empirically validates and confirm their serial link, confirming how leadership-induced pressures escalate into interpersonal mistreatment (Guo et al., 2024; Tan et al., 2024). This deepens understanding of the stress–strain–outcome mechanism associated with bottom-line–oriented leadership (Zhang et al. 2022).

The results also reveal that workplace incivility is not only an outcome of individual temperament or isolated incidents but can emerge as a systemic consequence of leadership styles and approaches. By strengthening performance pressure without parallel employee support, supervisors may unintentionally normalize disrespectful behaviors as a coping mechanism. This emphasizes the urgent need for a balanced leadership style that values both performance and respectful workplace relationships. It is important for organizations to address this issue to sustain a positive healthy work environment and ensure the well-being of their employees (Mawritz et al., 2014; Andrews & Dawley, 2025).

From a theoretical standpoint, current study extends Stress and Coping Management Theory by situating it within a leadership-specific stressor SBLM (Lazarus & Folkman, 1984; Tan et al., 2024). It confirms that SBLM serves as a structural stressor that initiates predictable appraisal and depletion series, finally influencing employee behavior (Guo et al., 2024; Yaqoob et al., 2025). Furthermore, it broadens the definition of destructive leadership by indicates that harm can result not only from overt hostility but also from leadership approaches that appear performance-focused yet neglect employee well-being (Saleem et al., 2025; Zhang & Li, 2024).

In practice, current findings of present study have significant implications for organizational measures, strategies and interventions to address the interpersonal costs of SBLM. Leadership development should integrate and incorporate ethical decision-making, empathy, and employee-supportive behaviors parallel to performance targets. HR strategies should focus on resilience-building, stress management, and workload redesign to preserve employees' self-control capacity. Embedding civility expectations into performance evaluation systems can further reduce the normalization of incivility. These practical strategies provide a crystal-clear roadmap for

organizations to effectively manage workplace incivility and promote a respectful work environment (BlueHive, 2025; Saleem et al., 2025).

5.1 Theoretical implications

This study breaks new ground in organizational behavior theory by integrating cognitive appraisal processes and resource depletion mechanisms into an integrated explanatory model of workplace incivility. While prior research has explored hindrance stress appraisal and self-regulation depletion as separate predictors of counterproductive workplace behaviors, my findings establish a unique serial link between the two. Indicating that Employee Hindrance Appraisal (EHA) significantly foresee Employee Self-Regulation Depletion (ESRD), which lead to fosters incivility, this present research provides a fresh and detailed perspective on how leadership behaviors translate into interpersonal mistreatment.

The study also extends Stress and Coping Management Theory (Lazarus & Folkman, 1984) by situating it within the context of a leadership-specific stressor Supervisor Bottom Line Mentality (SBLM). We operationalize SBLM as a distinct antecedent that initiates a stress–strain–outcome process, in which employees appraise performance-at-all-costs leadership as a hindrance stressor, experience heightened psychological strain, and consequently suffer depletion of coping resources. This theoretical extension underscores that leadership behaviors can act as structural stressors that trigger predictable appraisal and depletion sequences, thereby shaping employee behavior in systematic ways.

Additionally, findings of this study have significant implications for organizational practice. By confirming that SBLM, commonly seen as a performance-enhancing orientation and directions, can lead to negative relational consequences when it neglects employee well-being, this research provides valuable conclusions for leaders, managers and executives. Unlike abusive supervision or authoritarian leadership, SBLM is not openly hostile; yet, its intense focus on bottom-line outcomes indirectly legitimizes disrespectful and uncivil behaviors. This conclusion broadens the conceptual boundaries of destructive leadership, showing that damage can arise even from leadership approaches historically associated with productivity Achieve.

In the end, this research adds a global perspective to the study of SBLM and workplace incivility by examining these relationships/dynamics in Pakistan's fast-moving consumer goods (FMCG) sector. The high-pressure, competitive nature of this industry, joined with cultural propensities and tendencies in the direction of high-power distance, may strengthen the stress–strain–outcome route identified here. Accordingly, the study confirms that the mechanisms linking SBLM to incivility are not bound to Western corporate settings but are relevant in emerging market contexts as well. The use of SmartPLS 4 PLS-SEM further strengthens the methodological contribution, providing a rigorous framework for testing complex serial mediation models in future organizational behavior research.

5.2 Practical implications

The results confirm the need for organizations, especially those working in high-pressure, performance-driven sectors such as FMCG, to analytically evaluate leadership behaviors that highlight bottom-line outcomes at the expense of employee well-being. HR managers, organizational Executives and management should design training programs to sensitize supervisors to the unintended interpersonal costs of a bottom-line mentality. Implementing leadership development initiatives that balance performance targets with ethical and relational considerations can help reduce the prevalence of hindrance appraisals, which are negative evaluations/measurement of stressors, and the next depletion of employees' self-regulatory resources. Also, measures aimed at building employees' resilience such as stress management workshops, distributive justice in psychological resources, mindfulness programs, and workload redesign can preserve self-control capacity and reduce the escalation of workplace incivility. Embedding civility norms within organizational culture & performance evaluation systems can also act as a proactive/defensive measure against the circulate/spread of incivility.

5.3 Future research directions

This study's cross-sectional blueprint limits causal inference, recommending that future research should use longitudinal, experimental designs or meta- analysis to track the temporal dynamics between supervisor behavior, employee cognitive appraisal, resource depletion, and interpersonal outcomes. The need for further research in these areas is Crystal clear, as it could lead to a deeper understanding framework of the issues at hand and the development of more practical/effective interventions. Broadening the study across varied industries and cultural contexts would help gauge the generalizability of these findings. Future investigations could also examine potential boundary conditions, such as emotional intelligence, psychological capital, or perceived organizational support, which may buffer the harmful effects of SBLM. Moreover, qualitative approaches could provide deeper conclusions into the lived experiences of employees working under performance-at-all-costs leadership, indicate nuanced coping mechanisms not captured via quantitative surveys. Finally, integrating objective performance and turnover data could strengthen the practical applicability of the research by linking incivility's roots to measurable organizational costs.

CONCLUSION

This study provides empirical evidence and relevance that SBLM significantly leads to workplace incivility both directly and indirectly via Employee Hindrance Appraisal and Employee Self-Regulation Depletion. Results confirm a serial mediation model rooted in in Stress and Coping Management Theory, emphasizing the cognitive and resource-based mechanisms by which leadership pressures shape employee behavior. Via SmartPLS 4 and PLS-SEM, the study advances the methodological rigor in organizational behavior research and provides a detailed crystal clear farmwork of how leadership orientation translates into negative interpersonal outcomes. The theoretical contributions & practical recommendations presented herein emphasize the importance of adopting balanced leadership strategies that safeguard employee well-being while pursuing performance goals and maintain work place environment. As per significance of these findings cannot be overstated, as directing remarks to the drivers of incivility at their psychological roots can lead to positive and productive work environments, improved collaboration, and sustainable organizational success.

Human Ethics and Consent to Participate Declarations
This study was reviewed and approved by the Research Ethics Committee of the Faculty of Management and Social Sciences, Capital University of Science and Technology (Ref: CUST/FMSS/REC/2025-53). All procedures adhered with the APA ethical guidelines for human research. Informed consent was obtained from all participants prior to data collection.

Consent to Publish Declaration
All authors, as integral contributors to this manuscript, have reviewed and approved the final version and consent to its publication.

Appendix (A) Questionnaire

Research Questionnaire
Dear Sir/Madam, I trust this questionnaire finds you in the best of health, thanks to the grace of Almighty Allah, researching **"Assessing the Spillover Effect of Supervisor Bottom Line Mentality on Workplace Incivility: Serial Mediation of Employee Hindrance Appraisal and Employee Self-Regulation Depletion"** By participating in this study, you will contribute to a deeper understanding of this relationship and its organizational implications. To ensure your responses remain confidential, we confirm that: • **All information will be kept strictly confidential.** • **No organizational data will be disclosed.** • **Individual responses will not be identified in any published reports.** Please complete the attached questionnaire as soon as possible. If you have any questions, please get in touch with me: Email: zainab.dms191003@gmail.com Your time and input are greatly appreciated.

Responses are measured on a seven-point scale: (1) Strongly Disagree, (2) Disagree, (3) Somewhat Disagree (4) Neither Disagree nor Agree, (5) Somewhat Agree, (6) Agree. (7) Strongly Agree

1	Supervisor Bottom Line Mentality (SBLM)	1	2	3	4	5	6	7
1.1	My supervisor prioritizes meeting departmental goals over all other considerations, regardless of the cost.							
1.2	It's crucial that our supervisor finds a balance between meeting performance targets and ensuring employee well-being, as the latter is equally important for our collective success.							
1.3	It's concerning that my supervisor seems to prioritize bottom-line outcomes over ethical considerations, which is an area that requires attention.							
1.4	My supervisor's tendency to overlook other priorities in pursuit of the goal can potentially lead to unforeseen risks and concerns.							
1.5	My supervisor focuses solely on achieving targets, regardless of the impact on employees.							

Responses are measured on a seven-point scale: (1) Strongly Disagree, (2) Disagree, (3) Somewhat Disagree (4) Neither Disagree nor Agree, (5) Somewhat Agree, (6) Agree. (7) Strongly Agree								
2	**Employee Hindrance Appraisal (EHA)**	**1**	**2**	**3**	**4**	**5**	**6**	**7**
2.1	Situations at work prevent me from performing to my full potential.							
2.2	Work demands often interfere with my personal goals.							
2.3	I feel that organizational constraints slow down my performance.							
2.4	Obstacles at work make it difficult to accomplish my tasks.							
2.5	My work environment creates barriers to my productivity.							

Responses are measured on a seven-point scale: (1) Strongly Disagree, (2) Disagree, (3) Somewhat Disagree (4) Neither Disagree nor Agree, (5) Somewhat Agree, (6) Agree. (7) Strongly Agree								
3	**Employee Self-Regulation Depletion (ESRD)**	1	2	3	4	5	6	7
3.1	I feel mentally drained after handling my work tasks.							
3.2	It takes a lot of effort to control my reactions at work.							
3.3	I struggle to focus after dealing with difficult work situations.							
3.4	I feel emotionally exhausted during the workday.							
3.5	It's hard for me to maintain self-control after a busy day at work.							

Responses are measured on a seven-point scale: (1) Strongly Disagree, (2) Disagree, (3) Somewhat Disagree (4) Neither Disagree nor Agree, (5) Somewhat Agree, (6) Agree. (7) Strongly Agree								
4	**Workplace Incivility (WI)**	**1**	**2**	**3**	**4**	**5**	**6**	**7**
4.1	Colleagues make demeaning remarks toward others at work.							
4.2	People in my workplace ignore others' contributions.							
4.3	I am treated with disrespect by co-workers.							
4.4	People exclude others from social or work-related activities.							
4.5	My colleagues behave rudely during work interactions.							

Part (B) Select the option that provides the most accurate information

Demographic Data

Gender

Male   Female

Age

25 - 30	30.1 - 35	35.1 - 40	40.1 - 45	45.1 - 50	50.1 - 55

Number of years of experience with your current organization

<01	1.1 - 3	3.1 - 7	7.1 - 10	10.1 - 13	13.1 - 15

Education

Open Access

MBA	Intermediate	Bachelor	Master	PhD/Other

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