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How Leader’s Other-Oriented Perfectionism Drives Workplace Incivility via Employee Work Passion

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	Abstract
<p>Zoha Ali Khan M.Phil. Management Sciences Scholar Department of Management Sciences Qurtuba University Pakistan. Email: zohaalikhan256@gmail.com</p> <p>Dr. Muhammad Taous Lecturer, Department of Management Sciences Qurtuba University , Pakistan. Email: taous@qurtuba.edu.pk</p> <p>Dr. Muhammad Imran Associate Professor, Department of Business Studies, Bahria University Karachi, Pakistan. Email: drshiekhmuhammadimran@gmail.com</p>	<p>Leadership behavior plays a pivotal role in shaping employee attitudes and conduct, particularly in high-pressure service industries such as banking. Drawing on Conservation of Resources (COR) theory, this study investigates the relationship between Leaders’ Other-Oriented Perfectionism (LOOP) and Workplace Incivility (WPI), with Employee Work Passion (EWP) examined as a mediating mechanism. Using a quantitative, cross-sectional research design, data were collected from employees working in private banks in Dera Ismail Khan, Pakistan, through a structured questionnaire. Statistical analyses were conducted using SPSS and Hayes’ PROCESS Macro to test direct and indirect relationships. The findings reveal that LOOP significantly predicts workplace incivility, indicating that leaders who impose unrealistically high standards on subordinates foster stressful and uncivil work environments. Moreover, employee work passion was found to partially mediate this relationship, suggesting that diminished passion serves as a psychological pathway through which perfectionistic leadership translates into uncivil behavior. The study contributes to leadership and organizational behavior literature by highlighting the detrimental consequences of other-oriented perfectionism and emphasizing the protective role of employee work passion in mitigating workplace incivility. Practical implications for leadership development and employee well-being are discussed.</p>
Keywords	Leaders’ Other-Oriented Perfectionism, Workplace Incivility, Employee Work Passion, Banking Sector, COR Theory



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Introduction

In contemporary organizations, leadership behavior plays a pivotal role in shaping the emotional climate, employee well-being, and workplace conduct. This influence is particularly pronounced in service-oriented sectors such as banking, where employees operate under intense performance pressures, stringent regulatory requirements, and continuous customer interaction. In such demanding environments, leadership styles characterized by excessive control, harsh evaluation, and unrealistic performance expectations may unintentionally provoke negative employee reactions and deteriorate interpersonal relations. Among these leadership traits, Leaders' Other-Oriented Perfectionism (LOOP) has recently emerged as a critical yet underexplored construct in organizational research.

Other-oriented perfectionism refers to a tendency to impose excessively high and often unattainable standards on others while responding critically to perceived shortcomings (Hewitt & Flett, 1991). When this trait is exhibited by leaders, it can foster a psychologically unsafe work environment marked by fear of failure, emotional strain, and strained leader-subordinate relationships. Empirical evidence increasingly suggests that perfectionistic leadership is associated with adverse workplace outcomes, including stress, burnout, moral disengagement, and counterproductive work behaviors (Malik, 2023; Jiang et al., 2024). Despite these insights, the interpersonal and behavioral consequences of LOOP remain insufficiently examined, particularly in relation to subtle forms of workplace mistreatment. One such outcome is workplace incivility, which has gained prominence as a pervasive and costly organizational problem. Workplace incivility refers to low-intensity deviant behavior with ambiguous intent to harm that violates norms of mutual respect, such as rudeness, exclusion, or discourteous communication (Andersson & Pearson, 1999). Although often subtle, repeated exposure to incivility can escalate over time, undermining employee morale, psychological health, and organizational effectiveness. Research increasingly indicates that workplace incivility is frequently a reaction to leadership behaviors, making it a critical dependent variable for assessing the relational consequences of leadership traits such as other-oriented perfectionism (Malik, 2023). However, while the broader literature has linked destructive leadership styles to incivility, empirical investigations explicitly connecting LOOP to workplace incivility remain limited.

Moreover, existing studies have primarily focused on the direct effects of perfectionistic leadership, paying comparatively little attention to the psychological mechanisms through which such leadership influences employee behavior. In response to this limitation, the present study introduces Employee Work Passion (EWP) as a key mediating mechanism. Work passion reflects an employee's positive emotional attachment, enthusiasm, and motivational energy toward work (Vallerand et al., 2003). From the perspective of Conservation of Resources (COR) theory, leaders high in other-oriented perfectionism may deplete employees' emotional and psychological resources through constant criticism and unrealistic expectations, thereby weakening work passion and increasing vulnerability to uncivil behavior. Although emerging research suggests that work passion can foster resilience and adaptive responses under adverse leadership conditions (Wang et al., 2023), its mediating role in the relationship between other-oriented perfectionism and workplace incivility has not been adequately examined. This omission is particularly evident in high-pressure and hierarchical contexts such as the banking sector, where performance demands are intense and leadership authority is strongly centralized. Furthermore, most empirical work in this domain has been conducted in Western or developed economies, leaving a significant contextual gap in understanding how these dynamics operate in culturally nuanced and performance-driven environments like Pakistan's banking sector (Khan et al., 2023).

Addressing these gaps, the present study seeks to examine how Leaders' Other-Oriented Perfectionism influences workplace incivility and whether Employee Work Passion mediates this relationship within the banking sector of Pakistan. By integrating leadership perfectionism, work passion, and incivility within a unified framework, this study aims to extend the literature on destructive leadership and employee behavior while offering context-specific insights for fostering healthier and more respectful workplaces.

Problem Statement

The banking sector operates under intense performance pressure, strict regulatory oversight, and demanding workloads, creating a highly stressful organizational environment (Gabon, 2024; Ibrahim et al., 2021). Within such contexts, leaders frequently adopt Other-Oriented Perfectionism (OOP), a leadership tendency characterized by imposing unrealistically high standards on subordinates and responding critically when expectations are unmet (Jiang et al., 2024). Although often intended to enhance performance, such perfectionistic leadership may unintentionally foster negative interpersonal dynamics, particularly workplace incivility defined as low-intensity disrespectful behaviors that violate norms of mutual respect (Chakraborty et al., 2025).

Research Questions



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- i. Does a leader's perfectionism influence employee workplace incivility?
- ii. Is there any impact of a leader's perfectionism on employee work passion?
- iii. Does employee work passion influence employee workplace incivility?
- iv. Whether employee work passion mediate the relationship between a leader's other oriented perfectionism and employee workplace incivility?

Research Objectives

- i. To examine the impact of a leader's other oriented perfectionism on employee workplace incivility.
- ii. To investigate the effect of a leader's other oriented perfectionism on employee work passion.
- iii. To analyze the influence of employee work passion on employee workplace incivility.
- iv. To investigate the mediating role of employee work passion in the relationship between a leader's perfectionism and employee workplace incivility.

Significance of the Study

This study contributes to organizational behavior literature by examining how Leaders' Other-Oriented Perfectionism (LOOP) influences workplace incivility in high-pressure environments such as the banking sector. While perfectionistic leadership is often associated with performance improvement, this research highlights its unintended interpersonal costs, showing how excessive expectations and critical evaluations can foster rudeness and emotional strain at work (Harari et al., 2018).

A central contribution of the study is the inclusion of Employee Work Passion as a mediating mechanism. By doing so, the research explains the psychological process through which perfectionistic leadership translates into workplace incivility, emphasizing the role of employees' emotional and motivational resources (Vallerand et al., 2022; Jiatong et al., 2024). This extends existing leadership research by moving beyond direct effects and illuminating how internal work-related passion shapes employee behavioral responses. Contextually, the study enriches the literature by focusing on Pakistan's banking sector, an underexplored yet highly demanding setting characterized by intense performance pressures and hierarchical structures. By integrating leadership, motivation, and incivility within a single framework, the study advances theoretical understanding while offering insights relevant to organizations seeking to maintain respectful and psychologically healthy workplaces in challenging environments.

Literature Review

Leaders' Other-Oriented Perfectionism

Perfectionism is widely recognized as a multidimensional personality construct with distinct interpersonal and intrapersonal implications (Hewitt & Flett, 1991; Flett et al., 2022). Among its dimensions, Other-Oriented Perfectionism (OOP) refers to the tendency to impose excessively high and often unrealistic standards on others, accompanied by critical evaluation and intolerance for mistakes (Stoeber, 2014; Otto et al., 2021). Unlike self-oriented perfectionism, which focuses on one's own performance, OOP is inherently interpersonal and frequently manifests through judgmental attitudes, lack of empathy, and fault-finding behaviors (Stoeber et al., 2020).

Within organizational settings, OOP becomes particularly salient when exhibited by leaders, commonly referred to as Leaders' Other-Oriented Perfectionism (LOOP). Leaders high in LOOP emphasize flawlessness, rigid control, and punitive feedback, often reacting harshly when subordinates fail to meet idealized expectations (Hewitt & Flett, 2006; Stoeber & Yang, 2010). Although such leaders may frame their behavior as performance-driven, empirical evidence suggests that LOOP undermines psychological safety, weakens interpersonal relationships, and erodes team morale (Harari et al., 2018; Chasson, 2024). The workplace represents a critical context for examining LOOP due to the continuous social interactions between leaders and employees (Shoss et al., 2015). In high-pressure environments, such as banking, perfectionistic leaders frequently impose unattainable standards and demonstrate intolerance for errors, thereby amplifying stress and emotional strain among employees (Ocampo et al., 2020; Hussain et al., 2021). Research consistently links LOOP with adverse outcomes, including emotional exhaustion, dissatisfaction, moral disengagement, and counterproductive work behaviors (Stoeber & Damian, 2016; Jiang et al., 2024).

Recent studies further reveal that LOOP functions as a systemic stressor that depletes employees' psychological resources and fosters climates characterized by criticism and control (Cîrșmari et al., 2023; Xiong & Zhang, 2023). In such environments, employees may respond defensively through withdrawal, hostility, or subtle forms of mistreatment. Despite its growing relevance, LOOP remains underexplored in leadership research, particularly in non-Western and high-demand sectors, highlighting the need for contextualized empirical inquiry.



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Workplace Incivility

Workplace Incivility (WPI) refers to low-intensity deviant behavior with ambiguous intent to harm that violates norms of mutual respect (Andersson & Pearson, 1999). Such behaviors include dismissive communication, sarcasm, social exclusion, and disregard for colleagues, which, although subtle, can escalate over time and damage workplace relationships (Akella & Eid, 2021; Moon & Morais, 2022). Research indicates that nearly all employees experience incivility at some point, with a significant proportion encountering it regularly (Schilpzand et al., 2016).

The consequences of WPI are pervasive and costly. At the individual level, incivility contributes to stress, emotional exhaustion, reduced job satisfaction, and turnover intentions (Aman-Ullah et al., 2024). At the interpersonal level, it disrupts trust and collaboration, undermining team cohesion (Mehmood et al., 2023). At the organizational level, persistent incivility leads to disengagement, reduced service quality, and significant financial losses due to decreased productivity and increased turnover (Dhanani et al., 2021). Conservation of Resources (COR) theory provides a useful lens for understanding incivility, suggesting that employees engage in deviant behaviors when their psychological and emotional resources are depleted (Hobfoll, 1989). Empirical evidence confirms that stressed and emotionally exhausted employees are more likely to engage in uncivil acts, particularly in environments lacking leadership support (Blau & Andersson, 2005; Lim & Cortina, 2005).

Leadership behavior is consistently identified as a key antecedent of WPI. Punitive, controlling, and micromanaging leadership styles foster negative workplace climates that legitimize disrespectful behavior (Porath & Pearson, 2013). Leaders high in LOOP exacerbate these dynamics by imposing unrealistic expectations and responding critically to errors, thereby intensifying stress and interpersonal tension (Harms et al., 2017; Malik, 2023). These effects are especially pronounced in the banking sector, where rigid hierarchies, performance pressure, and regulatory demands heighten vulnerability to incivility (Kiyani et al., 2021; Raza et al., 2024).

Employee Work Passion as a Mediator

Employee Work Passion (EWP) reflects a strong affective and motivational inclination toward work that employees internalize as part of their identity (Vallerand et al., 2003). Passion goes beyond job satisfaction or engagement by capturing a sustained emotional investment characterized by enthusiasm, energy, and meaningfulness (Forest et al., 2020; Pollack et al., 2020). While the dualistic model distinguishes between harmonious and obsessive passion, this study adopts a composite view of passion as a positive psychological resource that fuels persistence and adaptive behavior. Work passion functions as a critical motivational state that enables employees to cope with demanding work environments. According to the proactive motivation model, passion represents the “energized-to” component necessary for proactive and constructive behavior (Parker et al., 2010; Parker & Wang, 2015). Empirical studies demonstrate that passionate employees exhibit greater resilience, emotional regulation, and constructive coping strategies, reducing their likelihood of engaging in negative behaviors (Philippe et al., 2010; Astakhova et al., 2022).

Recent research highlights the mediating role of EWP in leadership–outcome relationships. Work passion has been shown to mediate the effects of transformational, empowering, and servant leadership on employee performance, innovation, and deviance (Gupta & Yadav, 2023; Abbas & Tariq, 2024; Madaan & Sharma, 2024). Conversely, controlling and overly critical leadership undermines employees’ intrinsic motivation and passion, increasing stress and disengagement (Zhou, 2003; Xiong & Zhang, 2024). In high-pressure sectors such as banking, EWP becomes particularly salient. While LOOP drains employees’ emotional resources through excessive demands and criticism, work passion provides the motivational energy required to maintain civility and engagement. Low levels of passion, however, intensify frustration and resource loss, making employees more susceptible to uncivil behavior (Jiatong et al., 2024).

Relationships among Study Variables

Leaders’ Other-Oriented Perfectionism and Workplace Incivility

Leaders high in LOOP impose rigid standards, emphasize mistakes, and engage in harsh evaluation, thereby undermining trust and psychological safety (Stoeber, 2014; Malik, 2023). Such environments foster stress and resentment, increasing the likelihood of uncivil responses as employees react defensively or model their leaders’ critical behaviors (Jiang et al., 2024; Küçük, 2019). Accordingly, LOOP is a significant antecedent of workplace incivility.



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Leaders' Other-Oriented Perfectionism and Employee Work Passion

LOOP negatively influences employees' motivational and emotional states. Excessive criticism and lack of autonomy associated with perfectionistic leadership diminish intrinsic motivation and emotional energy, resulting in reduced work passion (Stoeber et al., 2017; Gupta & Yadav, 2023). As a systemic stressor, LOOP depletes the psychological resources necessary for sustaining passion at work (Xiong & Zhang, 2024).

Employee Work Passion and Workplace Incivility

Employees with high work passion demonstrate greater resilience, adaptive coping, and positive interpersonal behavior, making them less prone to incivility (Forest et al., 2020; Zigarmi et al., 2011). In contrast, low passion is associated with frustration, disengagement, and increased likelihood of disrespectful behavior (De Clercq et al., 2013; Abbas & Tariq, 2024).

Mediating Role of Employee Work Passion

Integrating COR theory and motivational perspectives, this study posits that EWP mediates the relationship between LOOP and workplace incivility. LOOP depletes employees' emotional and psychological resources, weakening work passion, which in turn increases susceptibility to uncivil behavior. Thus, EWP represents a critical psychological mechanism through which perfectionistic leadership translates into relational outcomes, particularly in high-pressure organizational contexts such as the banking sector.

Theoretical Support of the Study

This study is grounded in Conservation of Resources (COR) theory (Hobfoll, 1989, 2001), which posits that individuals strive to acquire, protect, and retain valuable resources such as emotional energy, psychological well-being, and social support. Stress arises when these resources are threatened or depleted, often resulting in negative workplace behaviors (Guo et al., 2024).

Within this framework, Leaders' Other-Oriented Perfectionism (LOOP) functions as a significant resource-draining demand. By imposing unrealistic standards and engaging in persistent criticism, perfectionistic leaders deplete employees' emotional and psychological resources, undermining psychological safety and increasing stress. Consistent with COR theory, such resource loss can provoke defensive reactions, including workplace incivility, as employees attempt to cope with diminished reserves. COR theory also explains the mediating role of Employee Work Passion (EWP). Work passion represents a key motivational resource that enables employees to remain resilient and engaged under demanding leadership. Passionate employees possess greater internal resources that help them buffer the negative effects of perfectionistic pressure, thereby reducing the likelihood of uncivil behavior (Astakhova, 2015). In COR terms, EWP operates as part of a "resource caravan," allowing employees to conserve and replenish resources in stressful contexts.

Empirical evidence supports this mechanism. Studies show that work passion mediates the relationship between leadership behaviors and employee outcomes by sustaining constructive behavior and reducing deviance (Madaan & Sharma, 2024; Abbas & Tariq, 2024). Accordingly, this study positions EWP as a psychological resource that explains how LOOP translates into workplace incivility. The banking sector provides a particularly relevant context for applying COR theory due to its high performance demands, regulatory pressure, and continuous resource strain. In such environments, perfectionistic leadership intensifies resource depletion, increasing the risk of incivility. By integrating COR theory, this study clarifies how LOOP contributes to workplace incivility and how employee work passion mitigates this relationship in resource-demanding organizational settings.

Hypotheses of the Study

H1: Leader's other oriented perfectionism has a significant impact on employee workplace incivility.

H2: Leader's other oriented perfectionism has a significant impact on employee work passion.

H3: Employee work passion has a significant impact on employee workplace incivility.

H4: Employee work passion mediates the relationship between leader's other oriented perfectionism and employee workplace incivility.

Methodology

This study adopted a quantitative, cross-sectional research design using a survey method to examine the relationships among Leaders' Other-Oriented Perfectionism, Employee Work Passion, and Workplace Incivility. A structured questionnaire was employed to collect primary data, allowing for the systematic measurement of variables and statistical



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testing of hypothesized relationships. The survey approach enabled the collection of reliable and valid data suitable for descriptive and inferential statistical analyses. Descriptive statistics were used to summarize the demographic characteristics of respondents, while inferential techniques were applied to assess relationships among study variables. The philosophical foundation of the study was grounded in post-positivism, which assumes the existence of an objective reality while acknowledging that knowledge is probabilistic and subject to empirical testing. Consistent with the post-positivist paradigm, the study followed a hypothetico-deductive approach by developing theory-driven hypotheses and testing them through statistical analysis (Creswell & Plano Clark, 2011; Teddlie & Tashakkori, 2009). This approach was considered appropriate for examining causal relationships among leadership behavior, employee motivation, and workplace outcomes.

The population of the study comprised employees working in private banks located in District Dera Ismail Khan (DIKhan), Pakistan. According to official banking records, the total population consisted of approximately 470 employees. To ensure representativeness, a probability-based simple random sampling technique was employed, providing each member of the population with an equal chance of selection. Following established guidelines for multivariate research (Field, 2013; Sekaran & Bougie, 2016), a sample size of 200 respondents was deemed adequate and statistically justified.

Data were collected through a self-administered questionnaire adapted from previously validated instruments. All measurement scales were contextualized to suit the banking sector. Responses were recorded on a five-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree). Prior to analysis, the reliability of the instruments was assessed to ensure internal consistency. Questionnaires were distributed to employees of private banks in DIKhan along with a cover letter explaining the study's objectives and assuring respondents of confidentiality and voluntary participation.

Data Analysis

Alpha Reliability

Subscale	No of Items	Alpha Coefficient	N
Leader's Other Oriented Perfectionism	5	.860	234
Workplace Incivility	6	.877	234
Employee Work Passion	14	.899	234

Cronbach's alpha coefficients were generated in order to assess the degree to which the variables under examination were consistent with one another. In light of the data, it was discovered that every scale displayed a high degree of dependability. Cronbach's alpha was found to be .860 for the Leader's Other-Oriented Perfectionism scale, which consisted of five items. The Workplace Incivility scale, which consisted of six things, displayed an alpha of .877, while the Employee Work Passion scale, which consisted of fourteen items, also provided an alpha of .899. According to Nunnally (1978), a Cronbach's alpha of .70 or above is considered to be satisfactory, while values that are greater than .80 indicate that the internal consistency of the data is satisfactory. As a consequence of this, the instruments that were utilised in this research are regarded as reliable for the sample of 272 individuals who participated.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.434	.432	.31688

a. Predictors: (Constant), Avg_LOOP

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Mediation Analysis

Model Summary						
R	R-sq	MSE	F	df1	df2	P
.8740	.7638	.0284	750.3024	1.0000	232.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	.4628	.0385	12.0124	.0000	.3869	.5387
Avg_LOOP	.6639	.0242	27.3916	.0000	.6162	.7117

OUTCOME VARIABLE:EWP

A simple linear regression was conducted to examine the relationship between leaders' other-oriented perfectionism (LOOP) and employees' work passion (EWP). Results indicated that LOOP is a significant predictor of EWP ($F(1, 232) = 750.30, p < .001$), explaining 76.38% of the variance ($R^2 = .76, R = .87$) with minimal prediction error (MSE = .0284). The intercept was significant ($b = 0.46, SE = 0.04, t = 12.01, p < .001, 95\% CI [0.39, 0.54]$), and LOOP positively predicted EWP ($b = 0.66, SE = 0.02, t = 27.39, p < .001, 95\% CI [0.62, 0.71]$), indicating that a one-unit increase in LOOP corresponds to a 0.66 increase in employee work passion. These findings establish LOOP as a strong predictor of EWP.

Outcome Variable

WPI

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.4835	.2338	1.0440	60.7204	2.0000	231.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	4.2747	.2916	14.6577	.0000	3.7014	4.8480
LOOP	.3336	.0555	6.0089	.0000	.2245	.4428
EWP	-.8152	.0787	-10.3529	.0000	-.9700	-.6604

A multiple regression analysis using leaders' other-oriented perfectionism (LOOP) and employee work passion (EWP) as predictors significantly explained workplace incivility (WPI), $F(2, 231) = 60.72, p < .001$, accounting for 23.4% of the variance ($R^2 = .23$) with reasonable prediction accuracy (MSE = 1.04). LOOP positively predicted WPI ($b = 0.33, SE = 0.06, t = 6.01, p < .001, 95\% CI [0.22, 0.44]$), whereas EWP negatively predicted WPI ($b = -0.82, SE = 0.08, t = -10.35, p < .001, 95\% CI [-0.97, -0.66]$). The intercept was significant ($b = 4.27, SE = 0.29, p < .001, 95\% CI [3.70, 4.85]$), indicating a baseline level of incivility. These results suggest that while LOOP increases workplace incivility, EWP acts as a stronger buffer, highlighting the protective role of employee passion against rudeness even under perfectionist leadership.

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2043	.0609	3.3558	.0009	.0846	.3239

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3336	.0555	6.0089	.0000	.2245	.4428

Indirect effect(s) of X on Y:

Effect	SE	LLCI	ULCI
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EWP -.1293 .0345 -.2010 -.0652

Leaders' other-oriented perfectionism (LOOP) had a significant positive relationship with workplace incivility (WPI) ($b = 0.20$, $SE = 0.06$, $t = 3.36$, $p = .001$, 95% CI [0.08, 0.32]), indicating that a one-unit increase in LOOP raised WPI by 0.20 units in the absence of mediators. Accounting for employee work passion (EWP) as a mediator, the direct effect of LOOP on WPI strengthened ($b = 0.33$, $SE = 0.06$, $t = 6.01$, $p < .001$, 95% CI [0.22, 0.44]). LOOP also had a significant negative indirect effect via EWP ($b = -0.13$, $SE = 0.03$, 95% CI [-0.20, -0.07], 5,000 bootstrapped samples), reflecting that increased LOOP enhances EWP, which in turn reduces WPI. The combination of positive direct and negative indirect effects indicates partial mediation, highlighting EWP's protective role against incivility under perfectionist leadership.

Discussion

This study investigated the effect of leaders' other-oriented perfectionism (LOOP) on workplace incivility (WPI) in the banking sector, with employee work passion (EWP) as a mediator. Results showed that LOOP was positively associated with both WPI and EWP, while EWP was negatively related to WPI. Regression analysis confirmed LOOP as a significant predictor of WPI, explaining 43.4% of the variance. Mediation analysis indicated that EWP partially mediates the relationship, reducing the negative impact of perfectionistic leadership on incivility. These findings support the Conservation of Resources theory, suggesting that while perfectionist leadership can deplete employees' resources and increase incivility, high work passion buffers this effect. The study highlights the need for organizations to balance high performance standards with employee well-being to maintain civility and engagement in high-pressure work environments.

Conclusion

The purpose of this study was to examine the relationship between leaders' other-oriented perfectionism (LOOP) and workplace incivility (WPI), with employee work passion (EWP) as a mediator, in the context of the banking industry. The findings revealed a positive association between leaders' perfectionistic tendencies and workplace incivility, suggesting that employees perceive overly perfectionistic leaders as demanding, which can lead to unpleasant or disruptive behaviors. At the same time, LOOP was positively associated with employee work passion, indicating that perfectionistic leadership can also motivate employees to invest greater effort in their work. Importantly, EWP was found to partially buffer the effect of LOOP on WPI, highlighting a mediation effect where employees' passion mitigates, to some extent, the negative impact of perfectionist leadership. Overall, the study underscores that leadership behaviors strongly shape workplace interactions, while employees' intrinsic motivation significantly influences how they perceive and respond to leadership demands, balancing both challenges and opportunities within high-pressure work environments.

Research Hypotheses, Statistical Results, and Outcomes

Hypothesis	Statement	Statistical Results	Outcome
H1	Leader's other oriented perfectionism has a significant impact on employee workplace incivility.	$\beta = .608$, $t = 13.34$, $p < .001$; $r = .659$, $p < .001$	Supported
H2	Leader's other oriented perfectionism has a significant impact on employee work passion.	$r = .874$, $p < .001$	Supported
H3	Employee work passion has a significant impact on employee workplace incivility.	$r = .623$, $p < .001$	Supported
H4	Employee work passion mediates the relationship between leader's other oriented perfectionism and employee workplace incivility.	Indirect effect = $-.1293$, 95% CI [$-.2010$, $-.0652$]; Direct effect = $.3336$, $p < .001$	Partially Supported

Linkages with Previous Studies

Previous Study	Focus / Findings	Link to Present Study Findings
Kiyani, Atasever, & Rizvi (2021)	Exploitative leadership increased workplace incivility through psychological distress in the banking sector.	Supports the finding that negative leadership traits (LOOP) foster workplace incivility, showing consistency across destructive leadership types.
Abdelwahed, Soomro, & Shah (2023)	Work passion mediated the relationship between transactional leadership and employee performance.	Aligns with current findings where Employee Work Passion mediates LOOP and WPI; extends their evidence from positive outcomes (performance) to negative outcomes



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Jiang, Zhang, Zhang, & Zhang (2024)	LOOP promoted unethical behavior via moral disengagement, with moral identity moderating the link.	(incivility). Extends these results by showing LOOP also fosters workplace incivility, with EWP as a mediator instead of moral disengagement.
Madaan & Sharma (2024)	Work passion mediated the link between empowering leadership and employee work behaviors in hospitality.	Supports the mediating role of passion in leadership–outcome relationships, reinforcing the role of EWP in translating leadership effects into workplace behaviors.
Malik (2023)	Perfectionist leadership hindered processes and increased incivility through multiple mediators.	Confirms the negative influence of perfectionistic leadership and extends it by focusing specifically on LOOP and banking sector employees.
Mahmood, Yasmeen, Ramzan, & Zafar (2023)	Self-efficacy mediated between workplace incivility and organizational commitment.	Complements present findings by showing different mediators can explain workplace incivility outcomes; current study focuses on EWP as a motivational mediator.
Wang, Wang, & Jin (2025)	LOOP reduced radical innovation through reduced employee engagement.	Aligns with current findings by confirming LOOP’s harmful impact; extends the outcomes from creativity/innovation to workplace civility.



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Recommendations

Based on the findings, several practical recommendations are proposed for the banking sector:

1. **Leadership Training:** Banks should provide targeted training for supervisors and managers to recognize perfectionistic tendencies and maintain high standards without excessive criticism, emphasizing respectful communication and realistic expectations.
2. **Behavioral Screening:** Recruitment and promotion processes should include behavioral assessments to identify managers with strong other-oriented perfectionism, allowing early coaching and development to prevent incivility.
3. **Enhancing Employee Work Passion:** Organizations should foster job purpose, recognition, autonomy, and professional growth. Matching tasks to employees' abilities and acknowledging efforts can build harmonious passion, mitigating the negative effects of controlling leadership.
4. **Feedback Systems:** Anonymous feedback mechanisms should monitor incivility and leadership behavior. Regular assessments can identify problem areas early, enabling constructive interventions to improve leadership and team morale.
5. **Balancing Performance and Well-being:** While high standards are essential, they must be balanced with emotional support to ensure civility, respect, and sustained employee motivation.

Limitations and Future Research

This study has several limitations that should be considered. First, it was conducted exclusively in Pakistan's banking sector, which limits the generalizability of the findings to other industries or cultural contexts. Second, the reliance on self-reported questionnaires may have introduced social desirability bias or inaccuracies in participants' responses. Third, the cross-sectional design prevents the establishment of causal relationships, highlighting the need for longitudinal studies to confirm the directionality of the effects. Fourth, the study examined only one mediator, employee work passion, whereas other factors such as perceived organizational support or job satisfaction may also mediate or moderate the relationship between perfectionistic leadership and workplace behavior. Future research should therefore investigate these relationships in other sectors, such as healthcare, education, or manufacturing, employ longitudinal designs, and utilize multiple data sources, including peer and supervisor ratings or behavioral observations. Additionally, examining other potential mediators and moderators, such as leadership communication style, team cohesion, and employee personality traits, would provide a more comprehensive understanding of the impact of perfectionistic leadership on workplace dynamics.

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