

Impact of Workaholism and Destructive Leadership on Creativity, Emotional Exhaustion, and Intrinsic Motivation in the Banking Sector of Pakistan

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ABSTRACT

Purpose-In this era of globalization, organizations cope with new challenges to maximize their profit. This global competition is affecting the way people work. This study investigates the impact of workaholism on the creativity of bank employees in Pakistan. This research aims to check the mediating role of destructive leadership and emotional exhaustion in the relationship between workaholism and creativity and the moderating role of intrinsic motivation in workaholism and emotional exhaustion.

Methodology-The researcher collected data through an electronic questionnaire from four banks of Gujranwala. Two hundred and fifty consumers' responses are used as a sample for this study. This study employs the approach of judgmental sampling since it is utilized to acquire data from individuals with competence in the investigated topic. This study demonstrates workaholism has a significant relation with creativity.

Results-The results found that destructive leadership mediates the relationship between workaholism and creativity, and emotional exhaustion also mediates the relationship between workaholism and creativity.

Implications-This survey offers managers a thorough picture of the employee-perceived elements that make their work environment more comfortable and simpler to adapt to. So, this research aids managers in developing their HR policies when dealing with employees.

Keywords: Workaholism, Creativity, Destructive leadership, Emotional Exhaustion, Intrinsic Motivation.

1. INTRODUCTION

In this era of globalization, organizations cope with new challenges to maximize their profit. This global competition is affecting the way people work. Employees need to be more creative to cope with global challenges. Organizations need innovative techniques and solutions to get along in this highly competitive environment ([Akram et al., 2023](#)).

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Creativity plays an important role in organizational productivity and development. Organizations can conceptualize creativity as an essential precondition for innovation. Organizations that eliminate traditional methods and adopt innovative solutions can succeed ([Abdullah et al., 2020](#)). Nowadays, most organizations encourage employee creativity to explore new dimensions. Employees' creativity plays a very important role in an organization. It helps organizations increase their efficiency and helps them survive in today's changing environment ([CELEBİ & YILDIZ, 2022](#)). Over the past 50 years, creativity has grabbed much attention from researchers and practitioners. Previous studies revealed that intrinsic motivation has a great impact on creativity.

An employee can work at his best when provided with a healthy, positive environment because an employee's creativity depends on his capabilities and his work environment ([Akram, Khan, & Abbas, 2022](#)). Managers need to motivate and help employees to enhance their creativity skills. Workaholics are passionate about their work, and they work excessively and always keep themselves busy. Workaholics can be recognized as requisite to their employees because of their contribution to achieving organizational goals.

Moreover, spending more time at work may create strong social interactions, an important factor in creating trust and other managerial outcomes ([Akutsu, Katsumura, & Yamamoto, 2022](#)). Workaholics are so obsessed with the work that they work for themselves, but they also feel-good helping others, and sometimes they also enjoy doing more extra work. Workaholics can do wonders by chasing their passion, whether in the theatre, tech, or banking sectors ([Gong, 2020](#)).

However, some workaholics cannot manage their work or are incompetent at doing that specific task, so they easily become anxious and stressed. The studies have demonstrated that workaholics show poor social connections outside work, and as a result, they face reduced life and job satisfaction. Workaholics work too hard and for a longer period, but they are not so productive in the long run. Some researchers think that an individual's factors propel workaholism. However, workaholism is not only linked to personal factors but is also driven by external causes. Therefore, employee workaholism should be considered an important factor in the work environment. The employee's work

environment mostly depends on authoritative persons, i.e., how they will treat their employees and how they take care of their employees' joy and interests ([Morkevičiūtė & Endriulaitienė, 2021](#)).

Leadership plays an important role in determining employees' well-being and organizational outcomes ([Dolce et al., 2020](#)). Many scholars who have investigated the history of employee creativity have noticed that positive leadership behavior is the essential antecedent of employee creativity ([Ruiz-Garcia et al., 2022](#)). Destructive leaders are habitually involved in behaviors such as showing anger and hostility, humiliating their employees, showing favouritism, appearing differently toward different persons, or breaching promises that negatively affect workers' activities at the workplace ([Lange, 2018](#)).

Creative employees with innovative minds tend to think out of the box ([Akram, Abbas, & Khan, 2022](#)). Workplace conflicts caused by destructive leaders may affect employees' creativity as they are emotionally disturbed by those conflicts. Workaholics can do wonders by chasing their passion, whether in the theatre, tech, or banking sectors ([Gong, 2020](#)). However, some workaholics cannot manage their work or are incompetent at doing that task, so they easily become anxious and stressed. Their emotional exhaustion can lead to serious problems in their personal and professional lives. In contrast, only a few workaholics know how to do their work properly, and they predefine their goals to avoid exhaustion ([Abdullah et al., 2020](#); [Gong, 2020](#)). On the one hand, workaholism has numerous benefits for organizational outcomes, and workaholism can also affect employees' well-being. Recent studies have reported that workaholism may result in negative consequences such as psychophysical strain, somatic symptoms, social dysfunction, anxiety/ insomnia, low sleep quality, work-life imbalance, and job stress and burnout. Results have shown that these negative consequences can also affect the working context, such as reduced job satisfaction and counterproductive work behavior ([Spagnoli & Molinaro, 2020](#)).

Definition of emotional fatigue: "a persistent state of physical and emotional depletion induced by heavy job expectations and continual irritations" ([Akram, Abbas, et al., 2022](#)). There are negative repercussions on the organization as a whole when

employees are emotionally exhausted, including greater turnover intentions, diminished organizational commitment, and poorer task performance ([Anasori, Bayighomog, & Tanova, 2020](#)). Although workaholics devote the vast majority of their waking hours to their occupations, many researchers have shown a positive correlation between workaholism and emotional exhaustion. They never do anything fun in their spare time. As a result of never stopping to rest and always being on the go, they eventually burn out ([Spagnoli & Molinaro, 2020](#)). The people who work for a company are its greatest strength. To attract skilled personnel, businesses must create an atmosphere that encourages and accommodates their employees ([Krumov et al., 2022](#)). Organizations need to foster the most effective management and leadership styles to improve the working conditions for their employees. Numerous businesses are on the lookout for new looks that will spark staff innovation ([Shafi et al., 2020](#)). The leadership of a business has a major bearing on the level of innovation and creativity among its employees.

Furthermore, "Leadership has been a key driver of organizational innovation. "The transformational leadership style has grasped more attention than other leadership styles due to its various dimensions to motivate creativity among employees of the organization ([Shafi et al., 2020](#)). Past studies indicate that intrinsic motivation is important in enhancing employee creativity ([Mahran, Abd Al, & Saleh, 2022](#)). Intrinsic motivation has an important role in creativity and works context since creativity can be facilitated by motivating employees to make bigger contributions toward innovativeness and develop useful ideas ([Abbas, 2020](#)). When employees experience some stress at work, such as abusive or uncivil behavior from supervisors, their energy level decreases, they spend most of their time dealing with the problems that they face from the supervisor's abusive behavior, and they cannot concentrate on their work ([Han, Kim, & Hur, 2019](#)). When an employee is feeling low or going through emotional exhaustion, motivation from the employer can boost his performance and creativity. This study has examined the role of intrinsic motivation as a moderator. Past studies have discussed that intrinsically motivated employees take more interest in their work activities when provided with a positive work environment. So, when supervisors or managers treat their employees fairly, they feel more pleasure while doing their work activities and achieving organizational goals ([Han](#)

[et al., 2019](#)).

2. LITERATURE REVIEW

2.1. Relationship between workaholism and creativity

Employees, who are always available for work and always ready to perform supplementary job-related tasks, are gems for organizations who want to deal with this global competition effectively. Telecommunication tools have made it easier as organizations can contact their employees anytime, even if they are at home. It allows the employees to work even harder ([Molino, Cortese, & Ghislieri, 2019](#)). This definition showed workaholism with some negative outcomes such as emotional exhaustion, work-family conflict, reduced health, and job performance. Employee creativity plays a very important role in an organization. It helps organizations to increase their efficiency and also helps to survive in today's changing environment ([Khosbayar, Andrade, & Miller, 2022](#)). Employee creativity is an essential element for ensuring the quality of innovation performance, thus to improve and sustain innovation performance, organizations need to explore employee creativity ([Zhang et al., 2021](#)). Individual creativity in an organization takes place when individuals perform their jobs separately or in groups. It is well recognized that the level of creativity increases when people work in groups rather than individually ([Maradan-Gachet et al., 2023](#)). Workaholism has become an addiction of the modern era, where with the help of internet availability and technological advancements, people can connect to their work anytime, anywhere ([Molino et al., 2019](#)). Workaholics are more innovative along with productivity. People who work extensively become more creative. Creativeness is a feature that can be refined or improved with time through determination. An employee's creativity enhances when he works hard to achieve his goals ([Abdullah et al., 2020](#)). Workaholic behavior is considered hardworking and overburdening; employees' dedication to work is not because of money or job demands, but something from the inside that motivates them to do work ([Di Stefano & Gaudiino, 2019](#)). People who make endless efforts for their job feel motivated and start to enjoy their work. People take more interest in their job duties, and they get so involved that they think about their work all the time, even if they are not present at the workplace.

This behavior is beneficial for the organization as workaholics' involvement in work makes them develop new ideas, increasing their creativity ([Abdullah et al., 2020](#)). The above discussion develops the following hypothesis.

HI: *Workaholism has a significant impact on creativity.*

2.2. Relationship between workaholism and destructive leadership

A wide range of leadership styles, for example, laissez-faire leadership, ethical leadership, abusive leadership, destructive leadership, transformational leadership, etc., are essential for the factors associated with employee workaholism. While everything has an undesirable or dark side, "destructive, poisonous leadership" (BER, 2020) is also a characteristic of leadership. This study has explored the dark side of leadership and its impact on followers, keeping in mind the functions of supervisors and managers. In the past, literature has primarily focused on positive leadership types, including transformational, transactional, and ethical leadership styles. Yet, studies have reported a high prevalence of damaging leadership practices in businesses, necessitating a comprehensive examination of their consequences and outcomes. Schyns and Schilling define destructive leadership as "a process in which the behaviors, experiences, and/or relationships of a person or the members of a group are regularly affected by their supervisor in a hostile and/or obstructive manner over an extended period of time" ([Emmerling, Peus, & Lobbestael, 2023](#)). In the literature, destructive leadership is defined as a sort of bad leadership exhibited repeatedly toward organization employees. Several academics disagree that disruptive leadership harms followers. They feel that disruptive leadership may undermine an organization's personnel due to neglect, inattention, or incompetence ([Lindner & Malmio, 2022](#)). Though, there are a small number of conclusions drawn in this regard. There is little research conducted about leadership behaviors inducing workaholism. Workaholics work too hard and for a longer period, but they are not so productive in the long run. Some researchers think that an individual's factors propel workaholism. However, workaholism is not only linked to personal factors, but external causes also drive it. Therefore, employee workaholism should be considered an important factor in the work environment. The employee's work environment mostly depends on authoritative persons, i.e., how they will treat their employees and how they

take care of their employees' joy and interests ([Choi, Jung, & Kang, 2022](#)).

Leadership plays an important role in determining employees' well-being and organizational outcomes ([Dolce et al., 2020](#)). Many researchers have discussed the positive effects of transformational, ethical, and authentic leadership, but only a few studies have discussed the dark side effects of destructive leadership. Misbehaviour from supervisors and managers is not rare nowadays, and it has a great impact on employees' well-being and performance and affects organizational outcomes ([Dolce et al., 2020](#)). Moreover, a recent study by [Kaluza \(2020\)](#) has pointed out the negative relationship between employees' and leaders' well-being and destructive leadership. The study has discussed the importance of leadership behavior in an organization and its effect on employees' well-being ([Kaluza, 2020](#)). Some researchers have discussed that empowering conditions formed by a leader stimulate joy and deep interest in the employees. Employees feel free in their actions, and there are chances that employees spend their free time doing work activities ([Morkevičiūtė & Endriulaitienė, 2021](#)).

When employees face frequent abuse in the form of rudeness, scolding, reprimand, and criticism from their leaders, they might lose interest in their work, feel incompetent, avoid interaction with the leader, and be emotionally exhausted ([Jimbun et al., 2022](#)). So, they avoid spending most of their time accomplishing organizational goals. The above discussion develops the following hypothesis.

H2: *Workaholism has a significant impact on destructive leadership.*

2.3. Relationship between destructive leadership and creativity

Creativity is considered an essential element for organizational growth. Many researchers have discussed that positive leadership promotes employee creativity through creative process engagement, intrinsic motivation, and psychological empowerment. They also suggested that compassionate leadership may empower employee creativity when they feel free to perform their work activities and have autonomy. Leaders who are abusive and destructive may negatively influence the opportunities for forming a productive and creative workforce ([Guo et al., 2018](#)). Employees' creativity is a process that involves the formation, development, and execution of innovative ideas. Destructive leadership generally involves scolding, mistreatment, and frequent abuse of employees. If

employees feel that their innovative idea will lead to abuse from their leader, they will probably cease the process of idea generation ([Wang et al., 2022](#)). The above discussion develops the following hypothesis.

H3: *Destructive leadership has a significant impact on creativity.*

2.4. The mediating role of destructive leadership

Destructive leadership is considered inappropriate behavior of a leader towards organizational employees and stakeholders. This leadership behavior can be intentional or result from a bad temper ([Wu et al., 2022](#)). A destructive leader manipulates other people to accomplish selfish goals that negatively impact his followers. When employees recognize that they experience unfriendly, unacceptable, and rude behavior from their supervisors or leaders, they feel demotivated and disrespected ([Biçer, 2020](#)). They stop enjoying their work and might want to leave their job. Leaders who are abusive and destructive may negatively influence the opportunities for forming a productive and creative workforce ([Guo et al., 2018](#)). Employees' creativity is a process that involves the formation, development, and execution of innovative ideas.

Destructive leadership generally involves scolding, mistreatment, and frequent abuse of employees. If employees feel that their innovative idea will lead to abuse from their leader, they will probably cease the process of idea generation ([Abbas, Khan, & Ahmed Din, 2020](#)). Workaholics are those people who spend most of their time doing work and put a lot of effort into achieving their organizational goals. As they spend a lot of time in their work activities, they think about it. Due to this dedication to work, they tend to develop creative ideas, which enhance their level of creativity ([Abdullah et al., 2020](#)). Employees' perception of rude, non-supportive, and unfavourable behavior from leaders may lead to a perception of high job demands and workload ([Molino et al., 2019](#)). When employees face frequent abuse in the form of rudeness, scolding, reprimand, and criticism from their leaders, they might lose interest in their work, feel incompetent, avoid interaction with the leader, and be emotionally exhausted ([Joseph & Shetty, 2022](#)). So, they avoid spending most of their time accomplishing organizational goals, which will decrease their creativity level. From the above discussion, we can make the following hypothesis.

H4: *Destructive leadership significantly mediates the relationship between workaholism and creativity.*

2.5. Relationship between workaholism and emotional exhaustion

Emotional tiredness is defined as "a chronic state of physical and emotional depletion caused by overwhelming job demands and continuous annoyances." ([Cheung, Lun, & Wang, 2022](#)). Emotional exhaustion not only affects psychological and physical health but also affects the organization due to its negative outcomes such as increased turnover intentions, reduced organizational commitment, and task performance ([Anasori et al., 2020](#)). Stress generally occurs when employees fail to fulfill environmental demands, affecting their well-being harmfully ([Grobelna, 2020](#)). Due to stress, employees cannot concentrate on their work, and it may arise problems in achieving organizational goals. Psychological distress and emotional exhaustion are also caused by workplace incivility. Workplace incivility includes negative behaviors such as insulting employees, showing disregard for employees' ideas, and excluding someone from important meetings ([Welbourne, Miranda, & Gangadharan, 2020](#)).

The major cause of emotional exhaustion is workload and conflicts at work ([Werang, 2018](#)). Many quantitative researchers have confirmed that employee well-being and job performance are affected by psychosocial factors such as supervisor support, emotional demands, motivation, and workload. Researchers have investigated that day-level emotional exhaustion depends on day-level job demands ([Albrecht & Anglim, 2018](#)). It means that if the workload increases, there are chances that employees get more exhaust. Workaholics include those employees who cannot stop thinking about their work even if they are out of the office. Employees who spend most of their time doing work are more creative and productive, but doing work all the time can affect their emotional well-being ([Abdullah et al., 2020](#)). Workaholics can do wonders by chasing their passion, whether in the theatre industry, tech industry, or banking sector ([Gong, 2020](#)). However, some workaholics cannot manage their work or are incompetent at doing that specific task, so they easily become anxious and stressed. Their emotional exhaustion can lead to serious problems in their personal and professional lives. In contrast, only a few workaholics know how to do their work properly, and they predefine their goals to avoid exhaustion

([Abdullah et al., 2020](#); [Gong, 2020](#)). Recent studies have reported that workaholism may result in negative consequences such as psychophysical strain, somatic symptoms, social dysfunction, anxiety/ insomnia, low sleep quality, work-life imbalance, and job stress and burnout.

Results have shown that these negative consequences can also affect the working context, such as reduced job satisfaction and counterproductive work behavior ([Spagnoli & Molinaro, 2020](#)). Workaholics do a lot of time and spend most of their time doing work activities. They do not spend their leisure time. That is how they face burnout when they do not take a rest and engage in work activities all the time ([Spagnoli & Molinaro, 2020](#)). Studies have investigated that emotional exhaustion is influenced by excessive workload, stress, and time pressure. Researchers observed that employees face emotional exhaustion due to low supportive relations, professional development, and stress created by heavy workloads ([Saleem et al., 2022](#)). Stress generally occurs when employees fail to fulfill environmental demands, affecting their well-being harmfully ([Grobelna, 2020](#)). Due to stress, employees cannot concentrate on their work, which may cause problems in achieving organizational goals. From the above discussion, we conclude the following hypothesis.

H5: *Workaholism has a significant impact on emotional exhaustion.*

2.6. Relationship between emotional exhaustion and creativity.

Creativity is the origin and basis of innovation. Innovation is the application and functioning of creativity. Employee creativity is an essential element for ensuring the quality of innovation performance, and thus, to improve and sustain innovation performance, organizations need to explore employee creativity ([Zhang et al., 2021](#)). The major cause of emotional exhaustion is workload and conflicts at work ([Werang, 2018](#)). Many quantitative researchers have confirmed that employee well-being and job performance are affected by psychosocial factors such as supervisor support, emotional demands, motivation, and workload. The Job Demands-Resource model suggests that job demands utilize the intellectual energy of employees, and as a result, they face job burnout. Emotional exhaustion may lead to employee turnover, affecting organizational growth.

If employees suffer long-term emotional exhaustion, it will reduce their cognitive and emotional resources, and consequently, employees cannot concentrate on their work. They will lose interest in their work, decreasing their level of creativity ([Sun, Hu, & Ding, 2019](#)). From the above discussion, we make the following hypothesis.

H6: *Emotional exhaustion has a significant impact on creativity.*

2.7. The mediating role of emotional exhaustion

This study shows that emotional exhaustion affects the physical and mental health of a person and has negative impacts on organizations, such as reduced job performance and organizational commitment ([Anasori et al., 2020](#)). Studies have investigated that emotional exhaustion is influenced by excessive workload, stress, and time pressure. Researchers observed that employees face emotional exhaustion due to low supportive relations, professional development, and stress created by heavy workloads ([Werang, 2018](#)). Workaholics include those employees who cannot stop thinking about their work even if they are out of the office. Employees who spend most of their time doing work are more creative and productive, but doing work all the time can affect their emotional well-being ([Abdullah et al., 2020](#)). The Job Demands-Resource model suggests that job demands utilize the intellectual energy of employees, and as a result, they face job burnout. If employees suffer long-term emotional exhaustion, it will reduce their cognitive and emotional resources, and consequently, employees cannot concentrate on their work. They will lose interest in their work, decreasing their level of creativity ([Sun et al., 2019](#)). The above discussion makes the following hypothesis.

H7: *Emotional exhaustion significantly mediates the relationship between workaholism and creativity.*

2.8. The moderating role of intrinsic motivation

Intrinsically motivated employees work for their enjoyment, inner satisfaction, and pleasure. They tend to work for longer hours because of their interest in work. Intrinsically motivated employees exhibit characteristics of workaholism ([Taris, van Beek, & Schaufeli, 2020](#)). Workaholics feel tempted to work hard and consequently get stressed due to excessive work ([Abdullah et al., 2020](#)). Researchers have proposed that workaholics develop a negative self-image and low self-confidence. Motivation creates intention in

individuals to perform. Individuals' aim choice and work behavior are controlled by different types of motivation. Different researchers argued that work motivation promotes desirable work outcomes as compared to undesirable work outcomes. Work motivation is an employee's intention to perform an activity that may arouse internally for his satisfaction or externally from outside to get some reward for specific activities ([Kauppila, 2018](#)). Motivation will have a positive effect if employees know their organizational duties well ([Rita et al., 2018](#)). Past researches indicate that intrinsically motivated employees tend to satisfy the fundamental needs of an organization ([Moon et al., 2018](#)). Intrinsic motivation encourages employees to overcome their stress and emotional exhaustion and helps them to concentrate on their work activities ([Han et al., 2019](#)).

So, they want to prove themselves to attain a positive self-image in front of other employees ([Taris et al., 2020](#)). When employees experience stress at work, such as abusive or uncivil behavior from supervisors, their energy level decreases. They spend most of their time dealing with the problems they face from the supervisor's abusive behavior, and they cannot concentrate on their work. Past studies have discussed that intrinsically motivated employees take more interest in their work activities when provided with a positive work environment. So, when supervisors or managers treat their employees fairly, they feel more pleasure while doing their work activities and achieving organizational goals ([Han et al., 2019](#)). When employees get intrinsically motivated, they spend most of their time doing work. Due to workload, employees get stressed, which can lead to the depletion of cognitive and emotional resources ([Sun et al., 2019](#)). Therefore, employees get emotionally exhausted. Intrinsic motivation can also help them to overcome that exhaustion. We hypothesize the above discussion as follows.

H8: *Intrinsic motivation moderates the relationship between workaholism and emotional exhaustion.*

2.9. Theoretical framework

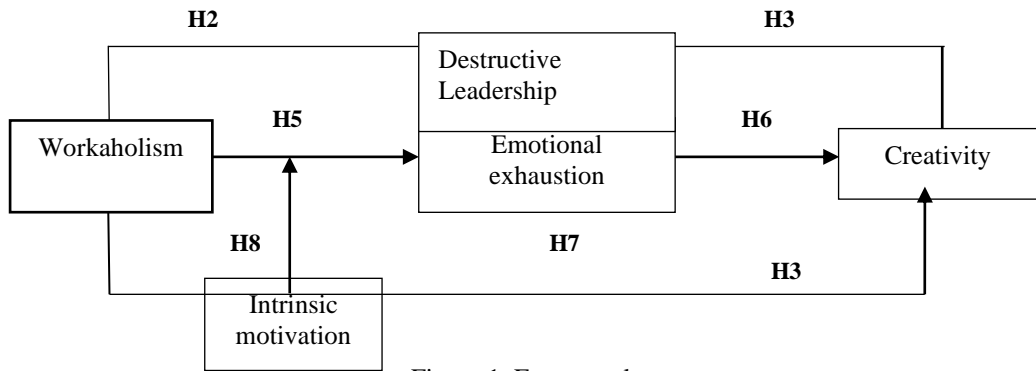


Figure 1. Framework

3. RESEARCH METHODOLOGY

3.1. Research Design

This study is quantitative, and questionnaires are used to collect data. This is a cross-sectional study, which means data is collected simultaneously from a sample of a specified population. This study's population consists of bank employees in Gujranwala. As a sample, the banks of Gujranwala, Meezan, HBL, Faisal, and MCB are picked. These bank employees are asked to complete two hundred fifty (250) online surveys. This study also examines cause and effect, as the dependent variable, i.e., workaholism (cause), influences the dependent variable, i.e., creativity (effect) (effect).

3.2. Instrument development

This investigation includes five variables: one independent (creativity), one dependent (workaholism), two mediators (destructive leadership and emotional weariness), and one moderating variable (motivation). The workaholism scale is adopted by [Krumov et al. \(2022\)](#), the creativity scale is adopted by [Renzulli et al. \(2022\)](#), the destructive leadership scale is adopted by [Merritt and Wang \(2022\)](#), and the emotional fatigue scale is adopted by [Martínez-Líbano et al., 2022](#)). As a survey instrument, online questionnaires have been utilized in this study. This study consists of six sections. One section includes demographic characteristics, such as age, gender, and level of education. In contrast, the next five sections are comprised of independent, dependent, mediating, and moderating variables, namely creativity, workaholism, destructive leadership,

emotional weariness, and intrinsic drive.

4. RESULTS AND ANALYSIS

Using the statistical software SPSS, the researcher discusses data analysis. Using tables, the researcher discusses the demographics of the current study. Following the demographics are tables detailing the reliability of each component. Also, the researcher includes a correlation table that illustrates the nature of the relationships between variables. Several analyses were conducted, including a reliability analysis, a demographic analysis, descriptive statistics, a test of the regression assumption, a regression analysis, a mediation analysis, and a moderation analysis. Table 2 displays Cronbach's alpha values.

Cronbach's alpha for all variables was greater than 0.70, indicating that the scales are reliable ([Safdari et al., 2022](#)). Educational experts check the validity of the questionnaire.

Table 1

Inter Items Consistency-Cronbach Alpha

Sr. No	Variables	No. of items	Cronbach's alpha
1	Workaholism	5	0.816
2	Creativity	5	0.809
3	Destructive leadership	5	0.781
4	Emotional exhaustion	5	0.880
5	Intrinsic motivation	5	0.87

Frequency distribution tests have been used to examine the demographic aspects of the data, including gender, age, level of education, etc. Based on the first section of the gender breakdown chart provided above, the study has nearly equal numbers of male and female participants. Males make up 57.6% of the sample, while females account for 42.4%. From the age breakdown shown above, the largest percentage of responders (37.6%) is in the second age bracket (i.e., 20-25). Particularly with new hires, data is gathered online. Responses' credentials are outlined in the third portion of the above pie chart. The response rate of those who have a Master's degree is 46.4% higher than that of those who do not. The largest percentages of workers (62.4%), by far, have between 1 and 5 years of professional experience, as seen in the fourth section of the table.

This table contains normally distributed data, as shown by the mean and standard deviation. In this case, all responses averaged inside the agreement region, as indicated by the fact that the mean of all four variables is greater than 3. To be considered acceptable, Skewness and kurtosis values must be in the range of -3 to +3. (Sekaran & Bougie, 2003). This table displays normally distributed data, with Skewness and kurtosis values between 3 and +3. Both the minimum and maximum values represent the precision of the data, and they must be within the measuring instrument's range. Likert scale values can range from 1 to 5, as was previously mentioned.

Table 2*Demographic Analysis*

		Frequency	Percentage	Valid %	Cumulative %
Gender	Male	144	57.6	57.6	100.0
	Female	106	42.4	42.4	42.4
Age	20-25	94	37.6	37.6	37.6
	25-30	71	28.4	28.4	66.0
	30-35	1	.4	.4	66.4
	35-40	46	18.4	18.4	84.8
	Above 40	15	6.0	6.0	90.8
Education	Below 20	23	9.2	9.2	100.0
	Bachelors	73	29.2	29.2	29.2
	Masters	116	46.4	46.4	75.6
	MPhil/MS	47	18.8	18.8	94.4
PROFESSIONAL EXPERIENCE	PHD			5.6	
	1-5 YEARS	14	5.6	62.4	100.0
	6-10 years	156	62.4	28.8	62.4
	ABOVE	72	28.8	8.8	91.2
	THA	22	8.8		100.0
	N				
	15YEARS				

There is no value less than 1 or greater than 5 for any of the independent or dependent variables. All Skewness statistics, kurtosis measurements, and minimum/maximum values fall within the permitted range. Thus, the data acquired for this investigation are typical. This is also the fundamental premise of regression analysis.

Table 3*Descriptive Statistics*

	N	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis	Std. Error	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	r	
WH	250	1.00	5.00	3.9696	.74167	-.984	.154	1.903	.307
CR	250	1.20	5.00	4.0336	.75803	-.877	.154	.974	.307
DL	250	2.80	5.00	4.1632	.40707	-.209	.154	-.394	.307
EE	250	1.00	5.00	3.8592	.89963	-.798	.154	.218	.307
IM	250	1.40	5.00	4.0288	.63231	-.526	.154	1.083	.307

Table 4*Correlation Matrix*

	WH	DL	EE	IM	CR
WH	1.000				
DL	.235**	1.000			
EE	.547**	.221**	1.000		
IM	.568**	.253**	.563**	1.000	
CR	.574**	.268**	.478**	.439**	1.000

***. Correlation is significant at the 0.05 level (2-tailed).*

The correlation between the independent variables (Workaholism), mediating variables (Destructive leadership, Emotional Exhaustion), and dependent variable (Creativity) showed the value of .574, .268, .478, and .439, respectively. Between 0.0 and 0.3, the Pearson correlation coefficient shows a weak association between variables. The range of the Pearson correlation coefficient is between 0.3 and 0.7, indicating a moderate association, and above 0.7 shows a strong relationship between variables ([Morgan et al., 2004](#)). Workaholism, emotional exhaustion, and intrinsic motivation have a moderate positive relationship with creativity. Destructive leadership has a weak relationship with creativity.

Table 5*Multiple Regression Analysis Model Summary*

Model	Unstandardized Coefficients		Standardized	t	P-value
	B	Std. Error	Beta		
Constant	1.810	.219		8.256	.000
WH	.560	.054	.548	10.321	.000

$N = 250$, $R = .548$, $R \text{ square} = .300$, $\text{adjusted } R \text{ square} = .298$; $F \text{ Stat} = 106.522$; $p < 0.01$

Dependent variable= CR

In regression analysis, the R showed multiple correlation coefficients. It is the combined correlation of both IVs with DV. Its value is 0.548, which depicts that both the independent variables have a moderated relation with the dependent variable. R square is the explanatory power of the model. It depicted the explained variation in the Dependent variable due to the independent variable. The value of R square is 0.300, which explains a 30 percent variation in the dependent variable (creativity) due to the independent variable (Workaholism). It explained the variation for the sample and adjusted R square showed the variation for population, i.e., Banks of Gujranwala. Beta is the slope of the relationship. However, the significant value of the variable (workaholism) is less than 0.05. At the same time, the t value is more than 2. The significance value of workaholism is less than 0.05, and the t-value is greater than 2. The relationship between workaholism and creativity is significant, and the hypothesis is accepted.

This table provides F Stat values, t values, and p values. The p values determine the significant level at which to accept or reject the hypothesis. If the value is less than .05, the proposed hypotheses can be accepted. In the first case of WH to CR, the p-value is more than 2, and at this p-value, the hypothesis is accepted. In the second case, WH to DL, the p-value is .000, which is also a significant value, and the hypothesis is accepted.

Table 6*Mediation Analysis of Destructive Leadership*

Steps	IV	DV	R2	F stat	Beta	T value	P-value
1	WH	CR	.342	42.663	.434	6.996	.000
2	WH	DL	.276	99.56	.287	3.976	.000
3	DL	CR	.174	42.663	.232	2.339	.000
4	WH		.064	17.152	.139	4.141	.010
	DL	CR			.356	6.887	.000

On the other hand, in the third case of DL to CR, the p-value is .000, which is also significant, and the hypothesis is accepted. In the fourth row of this table, the p-value of WH and DL to CR is .0105, which is also significant, and this hypothesis is also accepted after standardized regression weights, checking the standardized total, direct, and indirect effect to check the nature of the mediation role of proposed moderators in the study.

Table 7

Mediation Analysis of emotional exhaustion.

Steps	IV	DV	R2	F stat	Beta	T value	P-value
1	WH	EE	.238	77.856	.592	8.823	.000
2	EE	CR	.342	42.663	.157	3.160	.000
3	WH		.366	79.423	.487	5.548	.000
	EE	CR			.654	4.667	.000

All of the F Stat, t, and p values can be found in the following table. The p-values determine whether or not the hypothesis can be accepted or rejected. If the value is less than .05, the recommended hypotheses are acceptable. When comparing WH to EE for the first time, the p-value is less than .05, meaning that the hypothesis is accepted. As the p-value is less than .000 in the second case (EE to CR), we also accept the hypothesis. Another alternative is to use standardized regression weights to assess the type of the proposed mediators; in this case, the p-value of WH and EE to CR is .000, which is similarly significant. This hypothesis is accepted.

Table 8

Mediation Matrix

	Effect	Boot SE	BootLLCI	BootULCI
<i>Total Effect of X on Y</i>	.1260	.0411	.0470	.2094
<i>Direct Effect of X on Y</i>	.0324	.0174	.0016	.0706
<i>Indirect Effect of X on Y</i>	.0936	.0398	.0177	.1741

This table depicts the Direct, Total, and Indirect Impacts of Variables. 12.60% of the effect of the independent and mediating variables on the dependent variable represents the total effect. The direct impact demonstrates the influence of the independent variable on the dependent variable, which is 3.24 percent. The indirect effect reveals that the mediating variable has a 9.36% impact on the dependent variable.

Table 9*Moderation Analysis of Intrinsic Motivation.*

Steps	IV	DV	R2	F stat	Beta	T value	P-value
1	WH	CR	.342	42.663	.434	6.996	.000
2	WH	IM	.336	41.669	.329	1.387	.166
3	IM	EE	.336	41.669	.190	.766	.444

The p-value of WH and IM to EE is more than .05, which is insignificant, so this hypothesis is also rejected.

5. DISCUSSION

The findings of this research have made several contributions to the existing literature. Researchers have tested the association of workaholism, destructive leadership, and emotional exhaustion in the psychology section in Italy. The present study has focused on the association of workaholism, destructive leadership, and emotional exhaustion in the banking sector of Pakistan. Keeping consideration, a creative workforce can be productive for organizational growth ([Choi et al., 2022](#)).

The primary data results, collected through questionnaires, have shown that workaholism is positively related to creativity. It is also clear that destructive leadership and emotional exhaustion mediate the relationship between workaholism and creativity ([Balducci et al., 2022](#)). This research is highly important for the bank employees of Pakistan. Mostly, creative people are workaholics in nature. Therefore, they need to tackle the destructive leadership behavior of their supervisors and have to deal with the stress and emotional exhaustion they face during their work activities. The research has provided different solutions for these problems and suggested different ways to eliminate them. Creative employees are essential for banks as, in this highly competitive era, organizations are facing new challenges. To cope with those challenges, organizations need new technologies and creative employees. Creative people can create new ideas that will help organizations to be innovative. Several factors can affect the creativity of employees.

6. CONCLUSION

The results have shown that destructive leadership mediates the relationship between

workaholism and creativity, which means that destructive leadership affects creativity. If the supervisors show negative behavior toward their employees, employees will lose their morale and demotivate. If organizations want employees to be more creative and productive, they should provide a positive leadership environment. Results have also shown that emotional exhaustion also mediates workaholism and creativity. If the employees have to perform excessive work and face excessive job demands, they will feel stressed and emotionally exhausted. As a result, they will lose interest in their work, which affects their level of creativity. Results have shown that intrinsic motivation does not have moderating effect between workaholism and emotional exhaustion, which means that intrinsic motivation does not affect workaholism and emotional exhaustion.

6.1. Theoretical Implications

Previous studies have mainly focused on positive leadership styles, and this study has investigated destructive leadership styles. Previous studies have examined the effect of emotional exhaustion on creativity, and this study gives literature support to investigate the relationship in the Pakistani market. The impact of workaholism on creativity has also been studied in the past, but with negative mood as a mediator; this study has investigated the impact of workaholism on creativity with different mediators, i.e., destructive leadership and emotional exhaustion, to understand the concept more clearly. This research provides implications for business managers to develop a support system, mostly in the banking sector.

6.2. Managerial Implications

The phenomenon of workaholism is often minimized in organizations. So, organizations should promote awareness about workaholism, explaining its possible causes and solutions. Supervisors play a vital role in organizations. Organizations should avoid destructive behaviors that may affect employees' well-being and employee turnover. Organizations should pay attention to employee recruitment and selection, and positive leadership styles should be practiced in organizations, e.g., transformational, ethical, or servant leadership styles. This study also implies that if organizations want to improve their employees' job performance, they should design programs for employees' emotional exhaustion and stress.

6.3. Research limitations

In the current study, the first limitation is that data were only collected from employees who work in the banking sector of Pakistan, so these consequences did not become generalized to the condition of employees who work in other sectors of Pakistan. The second limitation is that the current study has gathered cross-sectional data. However, longitudinal studies are grabbing more attention nowadays. Due to the shortage of time, data was gathered through different intervals. The longitudinal study was not possible for this research. Moreover, the third limitation is that this research has been conducted only in the Pakistani context. Other cultural aspects could be a part of this study.

6.4. Avenues for future research

In the present study, the role of the moderator was discussed between independent and mediating variables. So, the first recommendation is that the role of the moderator can be discussed between the dependent and mediating variables. The present study has examined the role of mediating variables between the independent (workaholism) and dependent variable (creativity). So, another recommendation is that more factors can be a part of the research to capture a clearer picture. In the current study, only the banking sector of Pakistan was investigated. So, the future recommendation is that other sectors and industries can be studied to expand the horizon.

Moreover, the current study has collected cross-sectional data. Future studies can gather longitudinal data for better outcomes. The data collection method used in this study is a close-ended questionnaire-based survey; future research can opt for other options, i.e., group discussion and interviews for future research.

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