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The Role of Leadership Styles in Shaping Workplace Incivility: The Mediating Role of Job Dissatisfaction and the Moderating Role of Citizenship Pressure

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Abstract: *The paper examines the implications that leadership styles have on workplace incivility in the Pakistani banking industry that presents that job dissatisfaction is the mediating variable to this issue with citizenship pressure as the moderating variable. The study concentrates on the effects of transactional and empowering leadership on the uncivil behaviors of employees; the study tries to explain the psychological and contextual processes that mediate the relationships. A sample of middle level employees that comprised of branch officers, relationship managers and operational managers of commercial banks in Pakistan was used. Convenience sampling was used to collect data among 313 respondents through a cross-sectional survey that is quantitative. The findings demonstrate that empowering leadership has a high degree of job dissatisfaction as compared to transactional which has a statistically significant effect on job dissatisfaction. Workplace incivility has close relations with job dissatisfaction; i.e. dissatisfied employees tend to behave uncivilly. Additionally, job dissatisfaction mediates the interaction of empowering leadership and workplace incivility, but not the relationship between transactional leadership and incivility. Other results of the study were that citizenship pressure does not moderate the relationship between job dissatisfaction and workplace incivility. Through these findings, the research proposes that banks should come up with leadership programs that encourage empowering leadership but balance between employee autonomy and corporate support. The human resource policies must also be aimed at tracking employee satisfaction and alleviating job stress so as to prevent workplace incivility.*

Keywords: Transactional Leadership, Empowering Leadership, Workplace Incivility, Job Dissatisfaction, Citizenship Pressure

1. Introduction

Banking industry is a pillar in the contemporary economies that connects the savers and the investors to drive the economy (Abdelwahed et al., 2023). With the technological growth, bank workers continue to experience work overloads and increased level of performance demands. Mental health stressors, such as workload, are the main factors that decrease job satisfaction (Akbar et al., 2025). High levels of transactions, stringent regulations, intense competition, and customer demanding interactions escalate the problem in Pakistan. Employees operate in organized, outcome-oriented environments that are focused on adherence and quantifiable output. Research indicates that employee's attitude toward their

organization, and leadership behavior, in particular, has a strong influence on their satisfaction, motivation, and loyalty (Jensen et al., 2019). Leaders influence the emotions of workers and their behaviors. Transitional leadership that is built on monitoring, rewards, and corrections can also improve short-term performance but can increase stress and dissatisfaction when considered as inflexible (Prasetyo et al., 2021). Being an empowering leader, in turn, promotes autonomy, engagement, and knowledge sharing, which enhances engagement and cooperation (Nayigembe, 2022; Wirawan et al., 2023). Nevertheless, not many studies have investigated the influence of these styles on negative behaviors of a subtle nature such as workplace incivility within high-pressure service industry developing-economy. Incivility at the workplace, albeit rather mild, destroys trust, undermines teamwork, and reduces the quality of the services. The uncivil behavior is on the increase in the Pakistani banking sector where employees have to deal with a hierarchical structure, work overload, and performance monitoring (Zhao & Sun, 2024). Meanwhile, job dissatisfaction might be a psychological medium that transforms leadership behaviours into adverse ends. Unsatisfied employees are most likely to experience emotional stress, expectancy, and become counterproductive (Van Tonder et al., 2023). To make the situation even more complicated, citizenship pressure such as the expectation of employees doing more than what is written in the job description can add to stress and burnout, particularly when the expectation of extra-role work is imposed rather than optional (Liu et al., 2019). This pressure may enhance discontent and fuel incivility in challenging banking situations. Although a lot has been known about leadership and employee attitudes, little has been done to integrate transactional and empowering leadership, job dissatisfaction, and citizenship pressure into a unified framework to explain the occurrence of workplace incivility among Pakistani banks. This study is required and in time due to the economic significance of the sector (Omoniyi, 2022) and the increasing interpersonal and performance pressures on employees. The study objectives are:

RO1: To analyse the association between transactional leadership and job dissatisfaction.

RO2: To test the relationship between job dissatisfaction and empowering leadership.

RO3: To determine the impact of job dissatisfaction on workplace incivility.

RO4: To test whether job dissatisfaction mediates the effect between transactional leadership and incivility.

RO5: To determine whether job dissatisfaction is a mediator in between empowering leadership and incivility.

RO6: To explore the moderation of the relationship between job dissatisfaction and incivility by citizenship pressure.

Workplace incivility is a burning issue in stressful industries such as banks and employees are forced to deal with rigid hierarchical structures, workplace performance goals, and high levels of customer interaction (Gupta et al., 2025). These pressures in the competitive and resource-constrained banking environment of Pakistan increase the likelihood of dissatisfaction and wearing ill will towards each other (Hasan et al., 2023). This is essential in understanding the motivation behind such a behavior with the view of maintaining employee well-being and organizational performance. This study has theoretical value as it integrates the styles of leadership, job dissatisfaction, and citizenship pressure into the overall model of workplace incivility. The analysis of the mediating and moderating routes provides a greater understanding of the psychological and situational mechanisms that connect leadership to conduct. In practice, the findings provide practical advice to bank leaders and human resources. Banks can alleviate stress and uncivil behaviour by encouraging balanced leadership practice, employee satisfaction monitoring and managing expectations regarding extra-role performance. Finally, the research provides evidence-based suggestions on how to develop respectful, supportive, and productive working environments in the Pakistan banking industry.

2. Literature Review

The leadership styles determine the behavior of employees and organisational performance, particularly where service performance is highly competitive like in banking. Empirical studies on organizational behavior always indicate that leadership is a behavioral, attitudinal, and interpersonal pattern that affects subordinates to achieve organizational objectives (Clayton, 2022). The most researched are transactional and empowering leadership, which have various implications of employee attitudes and behaviors. Transactional leadership controls performance through a reward and sanction system that ensures compliance. It is capable of keeping order and meeting short-term goals but can kill autonomy, creativity, and intrinsic motivation when implemented too strictly (Chiemeka-Unogu & Maryann, 2020). This type of style is usually found in hierarchical and result-oriented organizations like banking where order, discipline, and quantifiable results are valued.

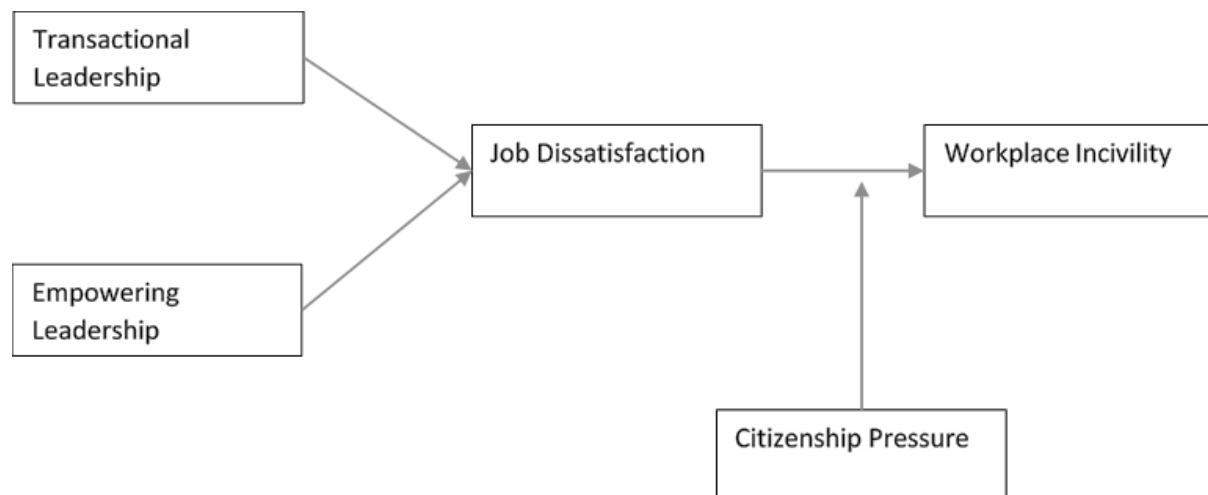
Empowering leadership, in its turn, focuses on autonomy, trust, participation, and sharing of knowledge. It helps to empower the employees, allow them to share ideas and feel ownership towards their work (Arvan et al., 2019). Empowered leaders create environments of involvement, which encourage involvement, innovation and flexibility (Abun et al., 2021). With the increase in complexity of work and the flattening of organizations, empowering leadership has become an important aspect in dynamic environments characterized by technological change and resource constraint and increased performance requirements (Mrofe et al., 2019). Nevertheless, the performance of leadership styles in most cases is subject to contextual issues like culture, task structure and employee readiness.

Job dissatisfaction is a severe employee outcome that is determined by leadership style. It portrays negative emotions that may exist through bad work experiences, expectations, or organizational perceived stressor. Satisfaction levels can be influenced by the behaviors of leaders through evidence that they determine perceptions towards support, fairness, autonomy and recognition (Qiu et al., 2021). This is common in high pressure industries such as banking where employees are subjected to massive workloads, tight performance goals, constant monitoring, and tough customers, which may further increase dissatisfaction with no support. Continued job dissatisfaction has adverse effects on motivation, disengagement, burnout, absenteeism, turnover intentions, and worsening well-being (Carthon et al., 2021). The level of dissatisfaction also influences the interaction style of employees with others which increases the chances of dysfunctional behaviors among the interpersonal.

One of such outcomes of behavior is at the workplace. Incivility consists of low-intensity and subtle behaviors of disrespect which violate mutual respect and courtesy norms. Even though it might be unclear and difficult to approve, incivility has long-term and extensive effects, such as emotional burnout, stress, disengagement, and team collapses (Namin et al., 2021). Even in banking, with high customer contact, strong hierarchies, and accountability pressure, any small uncivil actions may compromise the psychological safety, the quality of provided services, and the performance (Shahzadi et al., 2025). Studies indicate that dissatisfied workers are particularly likely to become uncivil since emotional distress and decreased self-control are likely to increase the probability of negative interpersonal behaviors (Billah et al., 2021). There is additional pressure of citizenship. It is a manifestation of the perceived responsibility of employees to perform extra-role behaviors outside the official requirement. Although the organizational citizenship behaviours are essentially viewed as positive, a research study has revealed that organisational citizenship behaviours may cause role overload, work life conflict, emotional fatigue, and dissatisfaction when such behaviours are expected instead of voluntary (De Clercq et al., 2021). Relentless citizenship pressure may weaken the autonomy and personal resources in high-demand settings like banking settings, which heightens the likelihood that the disillusionment will be expressed in uncivil form. The tension depicts how good intentions may backfire when an employee capacity and well-being are not taken into account.

Even though numerous studies have been carried out on the issue of leadership style, job attitude and

behaviour at work, there are still important gaps. The literature has focused more on the analysis of transactional leadership, empowering leadership, job dissatisfaction, and workplace incivility separately, but not in a relationship and as a part of a larger explanatory model (Orenuga et al., 2024). In addition, empirical studies involving the combination of these constructs in the developing economies, particularly those in the service industries like the banking industry of Pakistan are still scarce even though the sector is economically vital and has high interpersonal needs. This paper fills these gaps by considering the effects of transactional leadership and empowering leadership on workplace incivility, where job dissatisfaction is the mediating factor and citizenship pressure will be a moderating factor. Through the linkage of leadership actions, employee feelings, and situational demands, the study aims to offer a holistic picture of the antecedents of workplace incivility and also to offer useful information towards the promotion of healthier and more respectful organizational climates in the banking industry.



2.1 Job Dissatisfaction and Transactions Leadership

The transactional leadership style is concerned with performance based rewards, remedial steps and surveillance. Although effective in maintaining structure and short-term effectiveness, its control oriented nature may compromise intrinsic motivation and autonomy particularly in knowledge intensive and customer-oriented businesses such as the banking industry (Saleh et al., 2017). Psychological needs could be broken by heavy monitoring and exterior control and increase dissatisfaction (Sunarsi et al., 2021). It is therefore theorized that:

H1: Job dissatisfaction is linked to transactional leadership in a positive way.

2.2 Job Dissatisfaction and Leadership Empowerment

Empowered leadership promotes delegation, involvement, and psychological ownership. These leaders enhance intrinsic motivation and job attitudes by enhancing autonomy, competence and trust (Orenuga et al., 2024). It has been proven that this kind of leadership decreases negative emotions and discontent (McNaughtan et al., 2019). Thus, it is hypothesized that:

H2: Job dissatisfaction is negatively associated with the empowerment of the leadership.

2.3 Job Dissatisfaction and Workplace Incivility

Job dissatisfaction is a negative feeling of working under unfavorable conditions. Unsatisfied employees tend to feel exasperated and lose their temper, and this increases the possibility of committing deviant behaviors in a subtle manner, e.g. work incivility (Namin et al., 2021). Dissatisfaction may be manifested as disrespectful or avoidable in challenging environments. Thus, it is hypothesized that:

H3: Workplace incivility has a positive relationship with job dissatisfaction.

2.4 Mediating Effect of Job Dissatisfaction

These associations imply that job dissatisfaction is a psychological mediator between leadership styles and incivility. Transactional leadership has the potential to create dissatisfaction due to restriction of resources and perceived control, which leads to incivility (Omoniyi, 2022). On the other hand, empowering leadership reduces dissatisfaction through an increase of psychological resources, which decreases incivility (Qiu et al., 2021). Accordingly:

H4: Transactional leadership and workplace incivility have a mediated relationship through job dissatisfaction.

H5: Job dissatisfaction will mediate between empowering leadership and workplace incivility.

2.5 Moderating role of Citizenship Pressure

Motivation Citizenship pressure implies that employees have a compulsion to do more than what they are required to do. Employees can drain resources at a faster rate when the level of pressure is high (Shah & Chughtai, 2020). Under these circumstances, job dissatisfaction tension is apt to increase, increasing the probability of incivility (Schmidheiny, 2022). Thus:

H6: There is the moderating effect of citizenship pressure in the association between job dissatisfaction and workplace incivility.

Conservation of Resources (COR) Theory

According to the Conservation of Resources (COR) Theory, individuals attempt to acquire, possess and safeguard resources that are important to them, such as money, feelings, social networks and energy (Hobfoll et al., 2018). Stress occurs when the resources are endangered, utilized or not able to sustain the workplace demands and resource loss is worse than resource acquisition. Depletion over a long period may cause burnout, dissatisfaction, withdrawal, and counterproductive behavior. Conversely, environments where employees are provided with autonomy, appreciation, and encouraging leaders can make them acquire resources, which enhance engagement and well-being. COR theory can be used to understand the response of the employees to the leadership in highly pressured sectors like the banking sector (Bolino et al., 2015). By stimulating autonomy, competence and participation, a supportive, empowering leader can reduce strain by increasing psychological resources. When a transactional leader is perceived to be too controlling, he or she may drain emotional and social resources by imposing high monitoring and compliance. A prolonged resource loss may result in job dissatisfaction an emotive response to strain. The dissatisfied individuals might attempt to use the remaining emotional energy in an attempt to salvage the situation by withdrawing or demonstrating negative but minor forms of behavior such as rudeness in the workplace. This strain can be accelerated by citizenship pressure, which requires additional effort above-normal workloads, and causes the rapid depletion of resources.

Psychological Reactance Theory

Psychological Reactance Theory demonstrates the reaction of individuals in case of the threat of their freedom. Workers develop the motivation to reclaim that freedom when they experience a restriction that is so much or unfair (Clayton, 2022). It is in workplaces where strict control, heavy supervision or coercive demands may give birth to frustration and counter actions like subtle deviance and incivility. A managerial leader will be less prone to eliciting reactance since it encourages freedom and involvement (Clayton et al., 2019). Conversely, a transactional leader that is concerned with stern observation and conditional control may increase dissatisfaction and defensive responses. Reactance may also be induced by citizenship pressure as being predicted to provide continuous extra-role work can be construed as a limitation to freedom. The combined COR Theory and Psychological Reactance Theory provide a complete image of how leadership contributes to the way employees have their resource conditions, emotional reactions, and behaviors.

3. Methodology

The quantitative, cross-sectional survey design was used in this research to test the association between transactional leadership, empowering leadership, job dissatisfaction, citizenship pressure, and workplace incivility in the banking industry of Pakistan. The quantitative design was suitable, as the research was to test theoretically formulated hypotheses with the help of statistical methods and determine correlations between the constructs that could be measured. The study was based on positivist paradigm, which presupposes that work attitudes and behaviours can be defined and quantified objectively and make the use of empirical methods. In line with this, each construct was operationalized where appropriate measurement scales were used and were considered observable variables that can be tested statistically. The deductive methodology was used, i.e., hypotheses were formulated on the basis of the already developed theories and previous literature and were tested empirically with the help of the information gathered. This strategy provided theoretical congruence and improved internal validity as the empirical results are directly connected to the developed theoretical constructs. It was important to use survey strategy since it is ideal in gathering standardized information in a relatively large population in an efficient and systematic manner. The questionnaires administered were self-administered, which ensured anonymity and promoted honesty since some of the issues to be addressed were sensitive like job dissatisfaction and incivility at work place. A mono-method quantitative choice was employed in the study, with the numerical data base being the sole one in which the mediation and moderation effects were tested. A cross sectional time horizon was used which means that the data was collected at one time. The design was appropriate in measuring the perception and experiences of employees in the organizational context and was feasible due to time and resource limitations.

3.1 Population and Sample Size

The target population consisted in the middle-level employees of commercial Pakistani banks, namely in Branch Officers and Operational Managers. The reason why this group was selected is the fact that they are involved in between the top-management and the frontline workers, they enjoy first-hand leadership and they are subject to performance stress and customer demand. Their features of role position them as especially interesting in analysing the impact of leadership and behavioural results at work. Employees of both public and private commercial banks were included and senior executives and front line staff were excluded so as to maintain consistency and comparability of roles. G Power was used to calculate the necessary sample size that provides sufficient statistical power to test the hypothesis. The a priori analysis of power involved a medium size of effect ($f^2 = 0.15$) and a significance level of 0.05 and a desired power of 0.80 -which are generally popular in behavioral and organizational studies. Since the structural model has the greatest number of predictors, both direct, mediating and moderating, G*Power was able to estimate the required number of respondents to be able to reliably identify significant effects as 200 respondents. In addition to power the analysis, the study used rule of thumb that is widely used in the determination of sample size, of five to ten respondents per item of the measurements. The total measurement items were 41 divided into five constructs, which meant the minimum sample size of 205 and the maximum of 410 respondents. Hence the study had a target population of 410 respondent and out of that there were 313 responses usable, which is more than what is required and offers adequate statistical power in testing the posited mediation and moderation relationships. The use of convenience sampling was necessitated by the accessibility factor because in the banking sector, the confidentiality and other work related reasons inhibit the practicability of probability sampling. Several commercial banks were sampled using the different major urban centers including Lahore, Islamabad and Karachi to increase the diversity of the sample and to increase the generalizability in the banking sector.

3.2 Measure

Previously developed scales were used to measure all the variables of the study to measure the reliability and content validity. The answers were used on a five-point Likert scale with possible responses of 1

(strongly disagree) to 5 (strongly agree). Eight items based on the Multifactor Leadership Questionnaire were used to measure transactional leadership, and they were contingent reward and management-by-exception behaviors (Martinez-Leon et al., 2020) . The measure of empowering leadership was done using twelve questions of the Empowering Leadership Questionnaire (Naqshbandi et al., 2019). The scales of job dissatisfaction were assessed on six pre-tested items which reflected negative job-related attitudes (Saripudin & Perkasa, 2024). The item measuring citizenship pressure consisted of eight items measuring perceptions concerning expectations to perform extra-role behaviors (Bolino et al., 2015). The incivility in the workplace was assessed based on 12 items in the Workplace Incivility Scale, which covered minor manifestations of disrespect and discourteousness (Cortina et al., 2013). The questionnaire was divided into five parts that represented the key constructs, age, gender, education, tenure, and position are classified as demographic. The data were gathered using a structured and self-administered questionnaire that was distributed to employees in the middle level of the banking system. The study informed the participants of the study purpose and assured confidentiality and anonymity in an effort to elicit honest answers. Standardized procedures and the use of structured instruments provided the uniformity of the findings and increased the reliability of the gathered data.

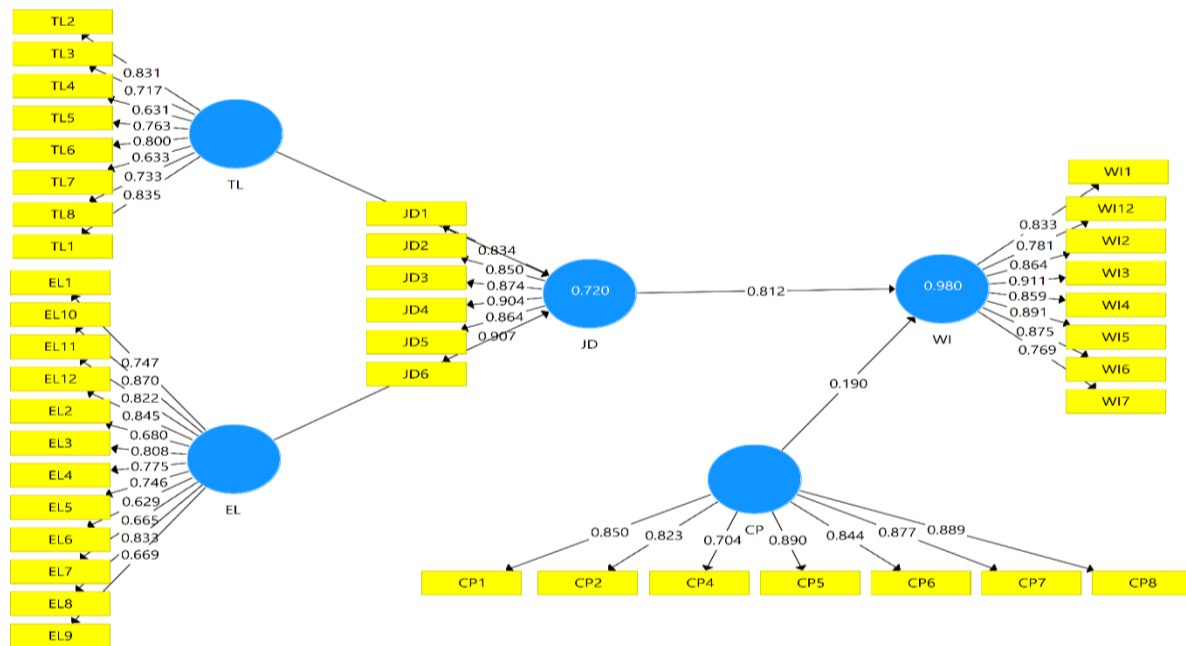
4. Results

4.1 Confirmatory Factor Analysis

Variables	Items	Loadings	Alpha	rho_A	CR	AVE
Transactional Leadership	TL1	0.835	0.889	0.924	0.909	0.557
	TL2	0.831				
	TL3	0.717				
	TL4	0.631				
	TL5	0.763				
	TL6	0.8				
	TL7	0.633				
	TL8	0.733				
Empowering Leadership	EL1	0.747	0.933	0.946	0.942	0.58
	EL2	0.68				
	EL3	0.808				
	EL4	0.775				
	EL5	0.746				
	EL6	0.629				
	EL7	0.665				
	EL8	0.833				
	EL9	0.669				
	EL10	0.87				
	EL11	0.822				
	EL12	0.845				
Job Dissatisfaction	JD1	0.834	0.937	0.938	0.95	0.761
	JD2	0.85				
	JD3	0.874				
	JD4	0.904				
	JD5	0.864				

Citizenship Pressure	JD6	0.907				
	CP1	0.850	0.93	0.934	0.944	0.709
	CP2	0.823				
	CP4	0.704				
	CP5	0.890				
	CP6	0.844				
	CP7	0.877				
	CP8	0.889				
Workplace Incivility	WI1	0.836	0.944	0.947	0.954	0.721
	WI2	0.868				
	WI3	0.916				
	WI4	0.864				
	WI5	0.905				
	WI6	0.875				
	WI7	0.761				
	WI12	0.802				

The confirmatory factor analysis indicates that the measurement model is reliable and valid in all the constructs. The loadings of all items are acceptable as most of them are above the 0.70 mark which shows that there is good indicator reliability. The loadings of Transactional Leadership are satisfactory (0.631835), the internal consistency is high (0.889), and convergent validity is acceptable (AVE = 0.557). Empowering Leadership has good loading (0.629-0.870), excellent reliability (0.933, CR 0.942), and reasonable AVE of 0.580. Job Dissatisfaction demonstrates particularly good measurement quality, loading scores (0.834-0.907), and good reliability (0.937, CR = 0.950) and high AVE of 0.761 indicating large amounts of variance on the construct. Citizenship Pressure displays high loadings (0.704-0.890), high reliability (0.930 = 0.944) and high convergent validity (AVE = 0.709). Workplace Incivility is also ideal as it has high loadings (0.761-0.916), high internal consistency (0.944) with a high CR (0.954), and satisfactory AVE (0.721). In the whole, all constructs effectively fulfill the suggested requirements of reliability and convergent validity, which prove the sufficiency of the measurement model to the further structural analysis.



4.2 Discriminant Validity

	CP	EL	JD	TL	WI
CP					
EL	0.768				
JD	0.796	0.791			
TL	0.718	0.775	0.709		
WI	0.827	0.646	0.627	0.808	

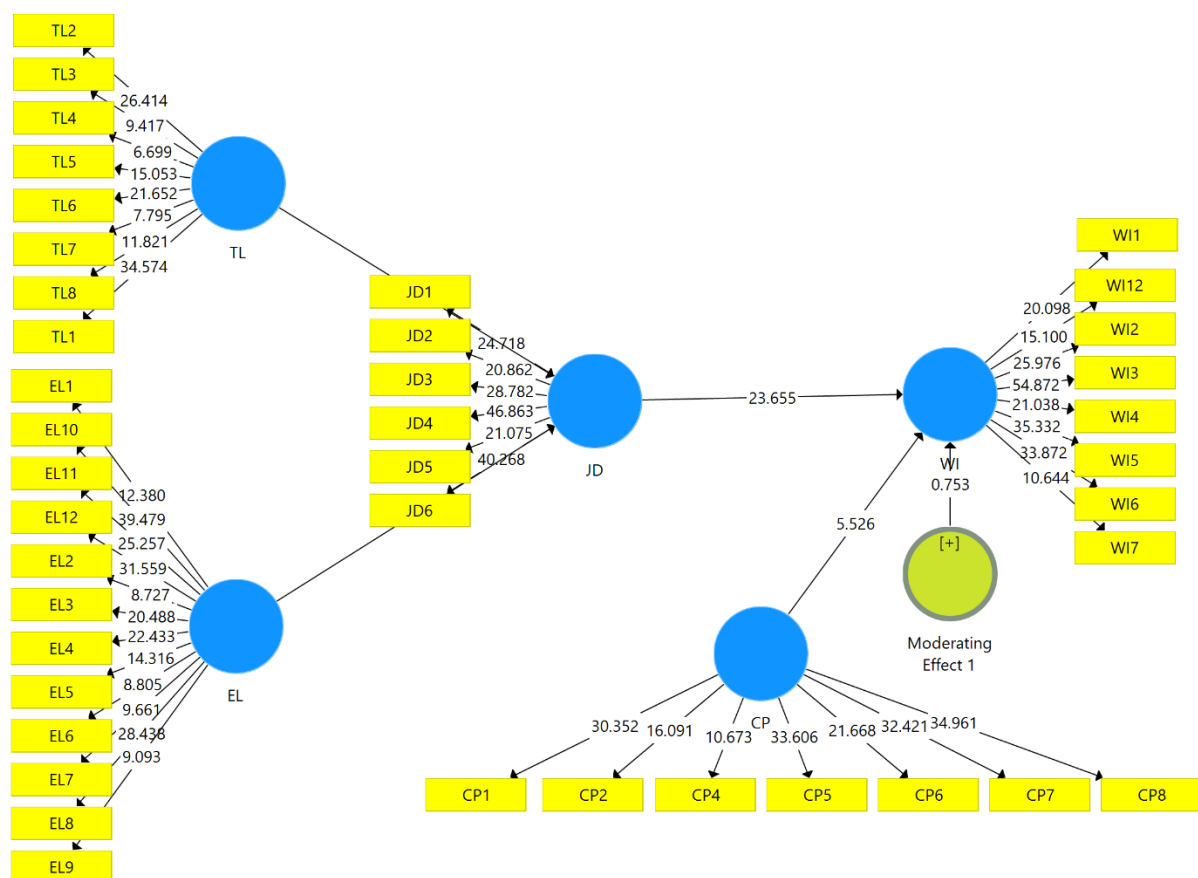
The outcomes of the HTMT results indicate that discriminant validity is true to all constructs. All HTMT values are less than 0.85 and way below the 0.90 value therefore the constructs are empirically different. The maximum HTMT values are: between Citizenship Pressure and the rest of the constructs; 0.627 - 0.827; and between Empowering Leadership and the rest 0.796-0.791. The values of Job Dissatisfaction, Transactions Leadership, and Workplace Incivility are also lower than the limits with the highest value of 0.827 between Workplace Incivility and Citizenship Pressure. These findings confirm that the constructs are conceptually distinct and multicollinearity is not likely to occur.

4.3 Path Coefficients

	Beta	STDEV	T statistics	P values	VIF	Decision
TL -> JD	0.193	0.035	5.526	0.000	3.250	Unsupported
EL -> JD	0.938	0.102	9.176	0.000	3.250	Supported
JD -> WI	0.815	0.034	23.655	0.000	7.429	Supported
CP -> WI	0.013	0.018	0.753	0.000	7.391	Supported
TL -> JD -> WI	-0.110	0.113	0.977	0.000		Unsupported
EL -> JD -> WI	0.938	0.102	9.176	0.000		Supported
CP* JD -> WI	0.815	0.034	23.655	0.186	1.203	Unsupported

The mixed outcomes of the path coefficient indicate a contradictory support to the hypothesis

relationships. The hypothesis is reported to be unsupported and the direction may not be in line with the proposal as the relation between Job dissatisfaction and transactional Leadership is significantly predicted ($b = 0.193$, $t = 5.526$). The positive impact of empowering Leadership on job dissatisfaction is strong and significant ($b = 0.938$, $t = 9.176$), which confirms the hypothesis. Job dissatisfaction is a major predictor of workplace incivility ($b = 0.815$, $t = 23.655$), as it is a central predictor. Workplace incivility has a direct impact that is of very low strength (Citizenship Pressure, $= 0.013$, $t = 0.753$) meaning that it does not have a practical impact even though statistically reported. In terms of indirect effects, job dissatisfaction does not mediate the process of transactional leadership and workplace incivility ($b = -0.110$, $t = 0.977$). Nevertheless, it does play a major role in mediating the correlation between empowering leadership and workplace incivility. The citizen pressure on the job dissatisfaction-incivility relationship is not widely modulated by the citizenship pressure ($b = 0.186$, $VIF = 1.203$) with no interaction. VIFs are lower than critical levels, which shows that there are no severe issues of multicollinearity. Altogether, job dissatisfaction is the major cause of workplace incivility, and the empowering leadership has a significant indirect impact.



5. Discussion and Conclusion

This paper is based on previous studies as it investigates the role of various leadership orientations in relation to workplace incivility in the banking sector in Pakistan. It considers job dissatisfaction as a mediator and citizenship pressure as a moderator. Incivility at work undermines employee morale, diminishes the level of teamwork, as well as compromises organizational performance, particularly in a banking environment that is high-pressure and customer-service. The research examines the role played by cultural and organization in influencing the employee reaction to leadership behavior by focusing on transactional and empowering leadership within a collectivist, high power-distance culture. The survey was conducted as a quantitative and cross-sectional survey conducted on 313 middle-level employees (Branch Officers and Operational Managers) at commercial banks. Questionnaires were

analysed using SmartPLS to measure validity of measurements, structural relationships, mediation, and moderation influence. The research reveals the important findings regarding the interaction between leadership styles, job dissatisfaction, citizenship pressure, and workplace incivility in the banking industry. Transactional leadership was found to have a statistically significant relationship with job dissatisfaction, but this relationship did not be in the expected direction and nor was it as strong as our hypothesis. Also, job dissatisfaction was not a mediator of the contact between transactional leadership and workplace incivility. These results indicate that transactional leadership, characterized by structure and performance monitoring, might have no dissatisfaction and indirectly result in uncivil behavior among the middle-level banking staff. Job dissatisfaction was positively influenced by empowering leadership, however, with a strong and significant impact. In banking settings that require high demands, autonomy and responsibility can increase pressure and strains in the workplace in cases where support is done away with. Workplace civility was also highly predicted by job dissatisfaction, and it was evident that employees who had negative emotions were likely to behave uncivilly. The mediation analysis identified that job dissatisfaction conveys the effect of empowering leadership to workplace incivility, indicating that dissatisfaction is a major psychological process. Citizenship pressure had a direct relationship with workplace incivility but failed to mediate the impact of job dissatisfaction on workplace incivility. This shows that dissatisfaction in itself, is a strong predictor of uncivil behavior, independent of the extent of extra-role pressure by the employees. Altogether, the paper identifies job dissatisfaction as the most significant cause of workplace incivility. Its further cautions against empowering leadership, without proper support and resources as this may inadvertently contribute to negative behaviors in the work place.

The research achieved its goals by establishing the interrelationships between leadership styles, job dissatisfaction, and workplace incivility. In particular, transactional leadership is not related to dissatisfaction, whereas the empowering leadership increases stress among the employees and mediates incivility. Dissatisfaction is found as the most important process that connects the leadership behaviors to uncivil results, and the moderation by citizenship pressure is not supported. This highlights the bad aspect of empowerment in high-demand work settings and demonstrates that autonomy without proper support might increase strain and counterproductive behaviors. Theoretical contributions are arrived at through applying the Conservation of Resources (COR) Theory and the Psychological Reactance Theory. COR Theory is the theory of leadership influences resource availability meaning that empowered leadership can cushion stress through enhanced autonomy and support and that transactional leadership can limit resources and escalate dissatisfaction. The Psychological Reactance Theory explains that when perceived constraints to autonomy are perceived such as pressure by citizenship or controlling leadership, then it results in resistance behaviors including incivility. Combined, the theories contribute to the knowledge of the psychological and situational processes that connect leadership styles with workplace deviance in collectivist, high-power-distance, context. Ideally, the results emphasize the necessity of leadership that is balanced. Empowering strategies must be embraced by bank managers with a lot of care, a combination of autonomy and responsibility must be accompanied with a lot of guidance, resources and support to avoid discontent and incivility. Adverse consequences can be minimized with the help of monitoring the level of job satisfaction and the implementation of interventions in the form of leadership development, mentoring, and wellness programs. The cultural considerations also ought to be factored because the leadership performance and workforce responses are influenced by local values and demands in collectivist, hierarchical work environments. The weaknesses of the research are that the study was cross-sectional, and causal conclusions are not possible; and also, the self-reported survey data could be subject to common-method bias or social desirability. The Pakistani banking industry concentrates on mid-level workers, which limits the applicability of the research to any other level of the organization, industry or even culture. Future investigations need to use longitudinal or multi-source designs, consider more moderators like emotional intelligence or organizational support, and other types of leadership styles (e.g.,

transformational or servant leadership or destructive leadership). This kind of work will reinforce theoretical and practical knowledge on how to deal with employee behavior and well-being in high stress organizations.

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