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# DECODING LEADERSHIP EFFECTIVENESS IN BANKING: THE ROLE OF EMOTIONAL TRANSMISSION AND PRO-SOCIAL BEHAVIOR

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## Abstract

The research centers on ongoing problems with leadership performance in Pakistan's banks, especially during moments of high stress. By examining leader emotion, we want to understand how it affects leadership effectiveness through the influence of follower emotion and leader helping behavior. To answer the research questions, a quantitative, explanatory research design was implemented, and questionnaires were created. The research included 325 first-line bank managers in Karachi, all using purposive sampling. Data was analyzed using both SPSS and SmartPLS, while associations between the different variables were tested. The research showed that leader emotions strongly affected followers' emotions, which, in turn, influenced both helping behavior and how successful a leader was. It was found that leader helping behavior played a major role in mediating the connection between emotions and leadership outcomes. The research found that leaders high in EQ who encourage empathy and help motivate others lead to better employee involvement, job happiness and company results. Development programs that train leaders to use emotional intelligence, be empathetic and behave in a supportive are advised for banks. With these methods, employees may handle stress better, serve the company longer and make the organization more efficient. More studies should try out these ideas in various industries and bring in extra variables to confirm and apply them to wider contexts.

**Keywords**: Leader Emotion, Follower Emotion, Leader Helping Behaviour, Leader Effectiveness.

## Introduction

The modern business world demands that organisations establish and maintain global competitive advantages in their struggle for success. Business operation evolves in response to the rising economic growth rate. The achievement of competitive advantage requires effective human resource management according to organisations (Hongal & Kinange, 2020). Strategic practices belong to global managers, yet regional managers encounter difficulties implementing such strategies. Rising requirements for strategic leadership have favoured the development of competent global managerial professionals. A major hurdle exists due to insufficient senior managerial staff members who possess high levels of competence. Human resource management's international evolution demands organisations to develop innovative leadership

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approaches for successful navigation through complex business scenarios. Effective emotional guidance of group members allows leaders to help followers overcome organisational challenges. A leader needs both internal motivational skills and external organisational strategy development abilities to execute proper human resource practices. Leader effectiveness determines strategic goals and plans, which drive organisational success because of their administrative capabilities (McClean & Collins, 2019). Emotional management becomes difficult as HR operates within globalised environments and quickly changing conditions. The adoption of human resource practices depends on the specific conditions found in different countries because countries maintain unique traditions and technological levels, economic realities, and regulatory systems. Human resource development in Pakistan has acquired significance, yet it stands at a basic level compared to developing countries worldwide. The slow global market integration of Pakistan has created obstacles for human resource development by decreasing possibilities for leader training and career advancement (Rahim et al., 2021).

The employment situation in Pakistan remains troublesome as the agricultural sector has the lowest unemployment figures compared to metropolitan areas. Statistical data showcase how urban employment has lower numbers than rural employment because people continue moving between these areas (Khan et al., 2021). Through financial intermediation, banking industries, together with other industries, maintain a vital position in economic development despite numerous obstacles. Pakistan's banking institutions maintain difficulties stemming from elevated interest rates, insufficient product range, capital losses, and inadequate management control (Naqvi, 2018). Given the intricate nature of the banking industry, leaders need to offer support to their followers during their challenge resolution. A leader's helping tendencies rise from the combination of positive and negative emotions held by themselves and their followers, which determines their leadership effectiveness. A leader’s performance effectiveness depends on their personal qualities, together with their helping behavior and the overall organisational conditions (Bandura, 2023). Organisations benefit from leaders who demonstrate environmental adaptability because such leaders produce superior results. Leadership effectiveness includes three aspects: task performance, testing and evaluation, and the evaluation of product goals. Leaders who perform effectively maintain both accomplished objectives and organisational effectiveness and fulfill employee needs. The demanding working conditions alongside excessive workload and family-work conflicts push first-line managers toward emotional strain, which in turn decreases their job performance (Webster et al., 2024). Employees develop increased plans to leave their organisations because of these challenges, which leads to negative impacts on company outcomes.

Effective leaders achieve strong connections with their followers as well as teams and managers by using clear communication with established core values. Quality interpersonal relations at work decrease workplace tension and minimise resource-related stress while building mutual trust and regard between people (Maduka et al., 2018). Leadership effectiveness serves as a primary requirement to respond to worker' emotional needs and advance their work performance while developing a positive company culture. The literature highlights leader effectiveness as a pressing issue in organisational leadership. Leader's emotional responses, such as managing their emotions, as well as understanding and empathising with others, and their followers, combined with helping behavior, specifically influence the solution to this

problem. The issue of leader effectiveness stands as a main concern for Pakistani employees, according to existing research findings. Leaders who want to improve their effectiveness need to establish strong teams, coupled with equal treatment of all members, and specific goals (Torlak & Kuzey, 2019). Giving team members control of decisions while giving them reasonable duties and supplying necessary equipment leads to increased motivation and performance. When leaders build environments that support involvement, their teams become more dedicated to the organisation while achieving better success. A research investigation analyzes how leader emotions impact leadership achievement through the intermediate roles of follower emotional response and leader assistance behavior among employees at commercial banks in Karachi, Pakistan (Mubashir & Siddiqui, 2024).

The research demonstrates why leader emotions, along with follower emotions and leader helping behaviour, matter for leadership effectiveness. The research findings will yield benefits for all organizational personnel, starting from employees through team leaders and managers, by establishing the importance of these elements for superior leadership outcomes (Görgens-Ekermans & Roux, 2021). Through leadership effectiveness, organisations achieve higher employee motivation, together with decreased worker absences, while obtaining better productivity rates. The research data helps managers improve their strategic and decision-making abilities, thus leading to performance enhancements for the organisation. This investigation supports team leaders in emotion management, as well as team bonding practices and building constructive work settings. Workers who experience effective leadership will experience enhanced commitment and job satisfaction, together with motivation that produces better customer satisfaction outcomes (Hajiali et al., 2020).

**Rationale of the Study**

Leaders in the banking industry need to be emotionally intelligent to oversee both people and organizational problems in a fast-changing environment. Most traditional leadership models pay little attention to emotions and actions that shape the interactions between leaders and followers. This research holds that heart-based leadership and ethical behavior are essential aspects of effective work in banking and similar sectors.

There is growing awareness that employee work quality, happiness and company improvement depend on leader and follower emotions and the leader's readiness to help (Elfenbein, 2023; Moin, 2018). When a leader has strong emotional intelligence, they oversee their own emotions and support their team members, which improves trust, increases motivation and supports unity among staff (Görgens-Ekermans & Roux, 2021).

Besides, the Affective Events Theory (from Weller et al., 2020) backs the idea that work-related events cause emotional reactions that change employee attitudes and behaviors. Leading banks in Pakistan, which face pressure, tiring schedules, and high team member turnover, need leaders who are good at overseeing emotions and exhibiting help (Webster et al., 2024).

The research fills a void in local research by studying how these emotional aspects operate in Pakistani banks. The report also presents proven guidelines for

developing leaders that fit the culture and context of each organization, making the suggestions easier to apply in real settings.

## Problem Statement

While leadership is key to good organizational outcomes, banking organizations in Pakistan still must deal with poor leadership practices. Most leadership frameworks ignore the emotional issues that can impact how leaders and those they lead interact, especially in highly stressful places like the banking industry. An increased rate of staff leaving, emotional burden and low job fulfillment are problems facing Pakistani banks, more so when their leaders cannot control their emotions, show empathy or act positively towards their employees (Rahim et al., 2021; Naqvi, 2018).

Even though global literature supports emotional intelligence and helping others as important indicators of leadership in business, little is known about them in Pakistan for commercial banks (Miao et al., 2018; Abdillah et al., 2022). Lack of understanding employees' feelings and proper leadership practices can lead to staff not being engaged and to poor organizational results. For this reason, we need to understand the ways leader emotion, follower emotion, and leader helping behavior together affect leadership in retail banking firms in Karachi, Pakistan. To meet this lack, the study presents a careful analysis of what influences emotional leadership in this key sector.

## Research Question

1. What is the relationship between leader emotion and leader effectiveness, with the mediating role of follower emotion and leader helping behaviour?

## Research Objective

- The purpose of this study is to determine the relationship between leader emotion and leader effectiveness, with the mediating role of follower emotion and leader helping behavior.

## Theoretical Framework

Affective Events Theory (AET) establishes a framework that explains how workplace experiences generate emotional reactions that control employee conduct alongside their attitudes (Weller et al., 2020). Emotions that develop from work environments subsequently influence employee decision making as well as overall worker performance and job satisfaction, according to this theory. Leaders generate a supportive work environment where they assume responsibility for handling such emotional experiences. Workplace events that range from positive to negative have substantial effects on employees' emotions that directly shape their work attitudes and motivation levels, along with their job effectiveness (Reizer et al., 2019). Organisations benefit from leaders who monitor and manage emotions because they create more engaged staff while decreasing job pressure and attaining better collective results. Within AET, emotional contagion stands as a fundamental principle that leaders use regularly in their practices. Leadership's emotions spread through alliances between

leaders and followers, which affects how their teams operate (Mindeguia et al., 2021). Leaders who present confident and positive attitudes cause their team members to develop corresponding emotional states that boost employee work drive and performance levels. Leaders who express negative feelings tend to create work environments that increase stress and diminish workplace performance throughout their teams. The theory shows leaders must develop emotional regulation skills since their emotional control shapes team cohesion together with workplace morale (Paredes et al., 2024).

## Literature Review

Research within AET shows that emotions react differently for each person depending on their traits and environment. Workers who possess high emotional intelligence abilities demonstrate superior skills at addressing emotional responses, together with adjusting to workplace environment changes. Leaders who show knowledge of both empathy and emotional awareness create workplace conditions that facilitate open communication between their teams (Lionetti & Pluess, 2024). When leaders respond to their employees' emotional needs, they build workplaces that strengthen trust between employees and improve job satisfaction and collaborative work practices. Through the lens of AET, we learn that employee emotions create changes in workplace dedication levels and preferences for leaving the organisation. Workers who consistently experience positive emotions in their workplace tend to maintain commitment to their organisations compared to employees who frequently encounter negative experiences and seek different opportunities (Elfenbein, 2023).

AET proves to be exceptionally appropriate within the banking industry because its employees confront intense pressure and substantial workload demands. Leader control over workplace emotions produces reduced stress alongside stimulated employee motivation and performance improvement (Akwa, 2024). Positive emotional experiences that leaders create will improve both their workers' well-being and organisational success. AET applies as a framework to evaluate the interplay that exists between leader emotions and follower emotions and leadership effectiveness outcomes. The study assesses emotional leadership behaviour in leaders and followers to identify successful leadership approaches which improve workplace environments and organisational achievement (Potter et al., 2018).

## Leader Emotion and Follower Emotion:

Moin (2018) examined the link between perceptions of leader emotion regulation and followers' organisational commitment. Leader surface and deep acting served as the independent variables within the study, which analyzed their relationship with followers' affective, normative, and continuance organizational commitment. The research gathered information from 323 members of the service sector in Anhui province, China, before using PLS-SEM techniques for analysis. Research results showed that superficial leader behavior produced negative effects on all commitment dimensions, yet deep leader behaviors brought positive effects. Leaders should use deep acting approaches to strengthen follower devotion while preventing surface acting since it damages the relationship with followers. Research should continue to investigate cultural factors that affect the noted effects.

Vasquez et al. (2021) explored the Leader interpersonal emotion regulation motives, group leader–member exchange, and leader effectiveness in work groups. Egocentric and prosocial motives served as independent variables for the analysis, while LMX quality functioned as the mediator, which connected both variables to leader effectiveness as the dependent outcome measure. The research analysis used data collected from 99 leaders and 1482 members through their multisource surveys to establish statistical models for relationship evaluation. Research data indicated that leader self-interest as a factor for emotional regulation maintained an inverse connection to perceived LMX quality because this diminished their effectiveness. The presence of prosocial motives in leaders decreased the negative effects stemming from egocentric emotion regulation. Organizations should implement training programs focused on pro-social emotion regulation for their leaders to develop improved leader-follower connections according to research recommendations. Research should explore the effects of personality traits on which emotion control strategies employees select to manage their emotions.

Dindar et al. (2020) investigate the Leaders and followers identified by emotional mimicry during collaborative learning: A facial expression recognition study on emotional valence. Research established leader emotional expression as the main experimental factor while using follower emotional reactions and group interactions as outcomes for analysis. IGH school student collaborative groups were videotaped for facial expression recognition data collection, which involved 24 participants. Recurrence quantification analysis in its cross-version was used to track emotional mimicry between subjects. Research data indicated that leaders' emotions received more follower emotional mimicry than vice versa, which validated the significance of emotions during leader-follower exchanges. The investigators advised educational staff and team leaders to use emotional signals to create better group dynamics and teamwork. Further studies need to examine how emotional intelligence levels between individuals influence emotional reactions in multiple group communications.

Ding & Yu (2021) examined the Followers' strengths-based leadership and strengths use of followers: The roles of trait emotional intelligence and role overload. This paper examines how followers' strengths-based leadership practices affect their workplace strength utilization through emotion-related intelligence traits under overload conditions as a moderating factor. The independent variable consisted of Followers' strengths-based leadership, but the dependent variable measured followers' strengths use, while the mediating factor involved trait emotional intelligence. Research data from China's business sectors was collected through two surveys from 295 participants who underwent structural equation modelling analysis. The research demonstrated that strengths-based leadership increased followers' strengths use, yet this impact depended on followers' trait emotional intelligence. The role overload decreased the impact on both direct and indirect relationships between the variables. The research found that leaders should support employees in workload stress management so they can develop emotional intelligence skills, which optimizes their workplace strengths. Further investigations need to study how specific leadership approaches, together with emotional intelligence capabilities, affect employees' work outcomes.

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**Follower Emotion and Helping Behaviour**

Rajesh et al. (2019) explored Follower emotional intelligence as a mediator between transformational leadership and follower outcomes. The research examined transformational leadership as the independent measure, using follower emotional intelligence as the intermediary variable, and analyzing follower development satisfaction together with job-related anxiety as dependent outcomes. Data acquisition involved conducting research with employees across different industries, which followed structural equation modeling for statistical analysis. The research shows that transformational leadership creates positive effects on follower emotional intelligence, which simultaneously improves job satisfaction and decreases workplace stress. The research recommends that organizations establish training programs that strengthen emotional intelligence skills between leaders and followers to improve workplace wellness. The researcher advised studying new workplace variables that could affect the existing relationships between transformational leadership and workplace outcomes.

Niven et al. (2019) investigate whether the effects of interpersonal emotion regulation depend on people's underlying motives. The study examined follower discretionary performance and relational outcomes as dependent variables through leader interpersonal emotion regulation based on their motives as independent variables. The researchers gathered data from 249 workers from different industrial areas through experimental measures and statistical testing methods. The findings showed that affect-improving methods led to stronger relational and performance results only when leaders demonstrated prosocial motivations, yet egoistic motives reduced these favorable outcomes. The research created two recommendations for leaders: understanding how team members receive their emotional regulation strategies and suggesting that future investigations should analyze long-term team dynamic changes based on different regulation methods.

Turnnidge & Côté (2018) examined the Applying transformational leadership theory to coaching research in youth sport: A systematic literature review. The research evaluated transformational leadership as the independent variable while psychosocial development of followers and their helping behaviors served as dependent variables. Research based on 151 studies conducted in sports, along with education and organizational psychology fields. The research data revealed that transformational leadership practices lead followers to advance personally and become more motivated and perform helping activities. The paper advises organizations to include transformational leadership training in both managerial and coaching curricula for better developmental effects. Research plans were proposed to study the direct behavioral pathways of transformational leadership administration.

Madrid et al., (2018). Investigating a process model for leader affective presence, interpersonal emotion regulation, and interpersonal behaviour in teams. The researcher studied leader affective presence as the study's main variable through intermediary effects from interpersonal emotion regulation towards team citizenship behavior as the main result. The research conducted a structural equation modelling analysis on data obtained from 99 teams operating in various business fields. The research demonstrated that natural emotional leadership qualities in leaders produce better emotion regulation techniques, which strengthen team citizenship activities.

Studies showed that negative affective presence produces affect-worsening regulation patterns while reducing team cooperation behaviors. The research team stated that leaders should build positive emotional connections to improve team success, but also suggested additional analysis of environmental elements that could affect these results.

**Helping behaviour and Leader effectiveness:**

Zaim et al. (2021) examined the Ethical leadership, effectiveness and team performance: An Islamic perspective. The research investigated ethical leadership through its independent status while applying leadership effectiveness and team performance to measure the outcomes. A total of 408 employees from different private businesses across the Kurdistan region of Iraq participated in the study, which utilized statistical models during data analysis. Scoring from the research revealed a positive relationship between Islamic ethical leadership and leadership effectiveness and team performance measures. The research revealed that ethical leadership aspects, which included justice and wisdom along with temperance, led to enhanced leadership effectiveness, but it found courage unimportant for leadership success. According to the research analysis, leaders should embrace ethically based Islamic practices to yield better results for their teams. Studies should investigate how cultural aspects shape the results produced by ethical leadership strategies.

Anand et al. (2018) explored the Leader-member exchange and organisational citizenship behaviors: Contextual effects of leader power distance and group task interdependence. The study had leader-member exchange as its independent factor, whereas organisational citizenship behavior functioned as its dependent factor. Hierarchical linear modeling analyzed data obtained from 245 workers spread across 54 workgroups. Organizational citizenship behavior increased positively through high-quality leader-member exchange, which revealed varying levels of strength depending on the leader's power distance orientation. The positive effects of leader-member exchange and organizational citizenship behavior became weaker when leaders embraced higher levels of power distance. This relationship received a stronger impact from leader-member exchange because task interdependence played a vital role between the leader and the members. Organizations need to train leaders according to research recommendations to reduce power distance, along with fostering team collaboration. The research field requires exploration of cultural differences that affect the way power distance affects leader-follower bond dynamics.

Miao et al. (2018) investigate A cross-cultural meta-analysis of how leader emotional intelligence influences subordinate task performance and organisational citizenship behavior. Leader emotional intelligence served as the main research variable, and subordinate task performance, together with organizational citizenship behavior, operated as outcome variables. Data collection occurred across multiple global locations through which researchers applied meta-analytic techniques for their analysis. Research revealed a positive correlation between leaders who exhibited strong emotional intelligence and both better subordinate job performance results, together with higher organizational citizenship output. Cultural factors determine the power of emotional intelligence on leadership effectiveness by showing a stronger relationship in collectivist cultures and those with high power distance and high uncertainty avoidance. According to the research, leaders should receive emotional intelligence training during their leadership development process to boost productivity

and employee commitment. Researchers should examine how each component of emotional intelligence, like self-awareness, empathy and emotion regulation, affects leadership performance in different cultural environments.

Elche et al. (2020) examined Servant leadership and organisational citizenship behavior: The mediating effect of empathy and service climate. The study used servant leadership as its independent variable, organizational citizenship behavior as the dependent variable, and employee empathy, together with service climate, as mediating factors. The survey data came from 343 supervisors and 835 employees at 171 Spanish hotels through survey-based research activities. The research showed that servant leadership generated improvements in organizational citizenship behavior through two mediators, which included increased employee empathy, together with positive service climate. Organizational leadership needs to implement servant leadership principles according to the study to establish a workforce that shows elevated empathy and provides better service. Investigations should examine what industry elements influence the connection between servant leadership and employee behavior.

**Helping behaviour and leader emotion mediate the relationship between leader emotion and leader effectiveness:**

Abdillah et al. (2022) explored whether altruistic leadership can prevent knowledge-hiding behaviour. Testing dual mediation mechanisms. Leadership performance driven by altruistic values affects subordinates' behavior regarding knowledge hiding through positive emotions that leaders trigger and leader-member exchange relations. The research obtained data from employees working in various organizations while using Monte Carlo mediation tests for analysis. Leadership focused on altruism demonstrates significant effectiveness in stopping knowledge-hiding behaviors because it builds strong socioemotional relationships, together with positive emotional responses between leaders and their subordinates. The study advises leaders to adopt sympathetic and caring methods to create better organizational knowledge-sharing environments. Research must explore how cultural elements affect the relationship between altruistic leadership and knowledge sharing.

Hu et al. (2022) investigate the Relationship between green leaders' emotional intelligence and employees' green behavior: A PLS-SEM approach. The research obtained information from 422 workers in both manufacturing and service fields throughout Pakistan before conducting PLS-SEM statistical analysis. The outcomes indicated that green leadership produces positive effects on employees' green organizational citizenship behavior, and emotional intelligence functions as a main intermediary variable between these two factors. The presence of leaders with strong emotional intelligence capabilities built a more productive, environmentally supportive workplace culture that enhanced employee environmental behavior. Organizations should implement leadership development programs to help develop emotional intelligence in leaders to achieve sustainability goals. Further studies must analyze the effect of multiple leadership techniques on green organizational practices in different business settings.

Lee (2019) examined Emotional intelligence, servant leadership, and development goal orientation in athletic directors. The research collected responses from 445 athletic directors across 48 U.S. states through structural equation modeling

to determine relationship connections. The study results showed that emotional intelligence has a direct effect on servant leadership that leads to beneficial outcomes in development goal orientation. Leaders with high emotional intelligence demonstrate servant leadership, which completely explains the effect of emotional intelligence and development goal orientation, thus fostering developmental cultures in their organizations. The research recommends that sports governing bodies establish emotional intelligence training programs for athletic directors because this will help build a development-focused sports environment. Additional research is needed to study the operation of servant leadership in diverse sports settings and its persistent effects on athlete growth.

Gyensare et al. (2019) examined Leader effectiveness–the missing link in the relationship between employee voice and engagement. According to the research, leader effectiveness functions as a mediating element to link employee voice behaviour with employee engagement. The research established employee engagement as the primary outcome variable while using employee voice behavior as the independent variable, together with leader effectiveness as the mediating variable. Structural equation modeling and bootstrapping analyzed 106 employee responses obtained from various industries. Leader effectiveness functions as a complete mediator between employee voice behavior and employee engagement based on research findings. The research suggests that businesses should conduct leader training aimed at enhancing their receptiveness to employee suggestions for higher engagement results. Studies need to investigate the impact of various leadership approaches on engagement when employees perceive leaders as effective.

Budur & Poturak (2021) assessed Transformational leadership and its impact on customer satisfaction. Measuring mediating effects of organisational citizenship behaviour. The research used four independent variables, including idealised influence together with inspirational motivation, as well as intellectual stimulation and individual consideration, to evaluate their effect on customer satisfaction. Four hundred ninety-nine employees and four hundred twenty customers from small to medium businesses in Kurdistan, Iraq, participated in the survey, which utilized structural equation modeling. The research demonstrated that transformational leadership creates positive effects on service-oriented actions between colleagues, which produce better customer satisfaction outcomes. Businesses should implement transformational leadership training programs as an organisational method to build engaged staff and improve customer interactions. Researchers need to study how specific cultural variables alongside industrial factors modify the effects of leadership and customer satisfaction in organizational settings.

Sholikhah et al. (2019) examined the role of spiritual leadership in fostering discretionary behaviors: The mediating effect of organisation-based self-esteem and workplace spirituality. The authors studied spiritual leadership together with its effects on organizational citizenship behavior while employing organization-based self-esteem and workplace spirituality as mediating elements. Research investigators collected data through Partial Least Squares analysis from 234 teachers and educational staff who worked in Indonesian Islamic-based education institutions. Spiritual leadership creates working environments that promote increased discretionary helping activities among staff members. Employees develop higher engagement and teamwork because leaders establish a purpose-driven environment for

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their employees. The research advises organizations to implement spiritual leadership concepts for better workplace cooperation, together with improved morale among employees. Research investigators need to investigate how spirituality affects leadership performance within various operational environments.

## Hypothesis Development

Given the above empirical literature, the following hypothesis has been developed for this study.

**$H_1$:** There is a significant impact of leader emotion on leader effectiveness, with the mediating role of follower emotion and leader helping behaviour.

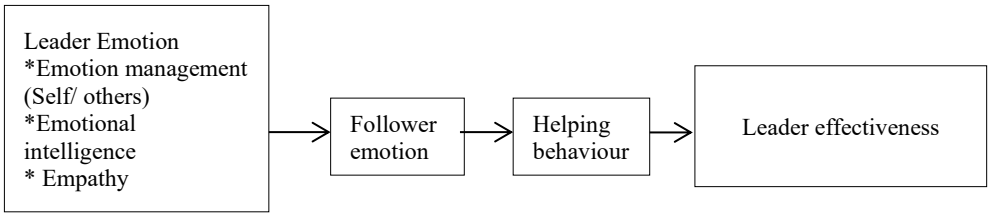
**$H_2$:** There is a significant impact of leader emotion on follower emotion.

**$H_3$:** Follower emotion has a significant impact on leader helping behaviour.

**$H_4$:** There is a significant impact of leader helping behaviour on leader effectiveness.

**$H_5$:** Follower emotion has a significant impact on the relationship between leader emotion and leader effectiveness.

Figure 1: Research Framework




Source: (Author's Development)

## Operational Definitions

### Leader Effectiveness

According to the emotional intelligence perspective, leadership effectiveness is the achievement of organizing and empowering followers for cooperative ends. Many researchers recognize that effective leadership has a durable emotional content.

### Follower Emotion

Emotion plays a key role in creating the leader's effectiveness. In this rapid-change environment, follower emotion and its process undergo a huge change in the influence of work, mood, whether positive or negative, experience, and expressing feelings and management. Follower emotion reacts positively and negatively; a positive reaction of the follower leads to organizational effectiveness.

## Leader Helping Behaviour

A leader is a person who gives value to their follower who are willing to give their employee performance and their output towards the goal, motivating their employee to become more productive. Leader helping behavior sets the relationship between follower emotion and leader effectiveness, and this helping behavior makes the leader more effective and more productive towards the organization's goal.

## Leader Emotion

Leader emotion is a powerful tool for leadership that is adopted by all leadership styles, including charismatic, transformational, and transactional leaders. Different types of leaders use emotion to empower employees, guide them in the vision and excite followers to work towards long-term goals and the company's strategy.

## Methodology

The research investigates leader emotional influence on leadership performance through analyses of follower emotional responses and observed helping behavior of leaders (Ayoko et al., 2023). This study has a descriptive and explanatory character because it presents clear findings regarding the link between variables. The use of explanatory research provides conclusive evidence that helps understand the problem effectively. The researcher used quantitative methods for data collection by conducting statistical analyses of objective measurements to prevent emotional interference in the findings (Casula et al., 2021). Software-based testing provides an effective analysis and measurement system to evaluate the relationships between independent variables, dependent variables, and mediating variables. This study adopted descriptive and correlational methods to display accurate information from participants. The quantitative experiment assesses independent variable effects on dependent variables together with mediating effects (Rijnhart et al., 2019). The dependent variable is leadership effectiveness, which depends on the leader's emotions because followers' emotions, along with the leader's helping behavior, play intermediary roles.

A self-administered questionnaire is sent to first-line managers who work in banks throughout Karachi, Pakistan. All primary data is collected to analyse it through the Smart PLS software (Ramayah et al., 2018). The research study employs an employee population of at least 325 participants selected through purposive sampling. The selected sample requires a universal formula to achieve 95% confidence at a ±0.05 margin of error. The study has chosen 325 participants to improve the reliability of the results despite a statistical requirement of 250 participants. The methodology included a sample size of 325 participants to properly evaluate the relationship between leader emotions and leadership effectiveness, with follower emotions and leader helping behaviour included as mediators (Moon et al., 2019). Researchers studied first-line managers within the banking sector operating in Karachi, Pakistan, as their target sample group. Smart PLS serves as the analytical technique to evaluate correlations among variables, including independent variables and dependent variables, and mediating factors through a correlation study (Subhaktiyasa, 2024). The research study intends to examine the influence of leader emotions on leadership effectiveness,

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whereas follower emotions, together with leader helping actions, serve as potential mediation processes.

The research tool consists of a four-part questionnaire that uses a five-point Likert scale to measure response data. The independent variable of leader emotion is assessed in Section A through a five-point rating measure (Edelman & van Knippenberg, 2018). The risk assessment contains two mediating variables known as follower emotion and leader helping behavior, which both operate under a five-point measurement scale. The questionnaire consists of four sections that measure leadership effectiveness in section C, but also gathers demographic information in section D. People onboard the survey utilised a Likert scale to respond with a rating between complete disagreement and complete agreement. The questionnaire included 42 items that measured 6 positive emotions defined by happiness and love (Doherty, 1997), 8 leader helping behaviors from Smith et al. (1983), together with 8 leadership effectiveness measures from Kinicki et al. (2013). The research always follows ethical standards. The research data comes from voluntary participant information that researchers use only for their educational work. The collected information will not be used to degrade respondent dignity, and personal data will stay confidential (de et al., 2018). The study protects responses and individual identities using measures that comply with ethical standards of research.

## Analyses and Interpretations

### Measurement Model

The model's measurement consists of two sectors: convergent validity (as construct reliability and validity) and discriminant validity, which are evaluated through Smart-PLS 3.

### Convergent Reliability and Validity

The analysis in the table demonstrates that Follower Emotion (FE), Leader Emotion (LE), Leader Effectiveness (LEFF), and Leader Helping Behavior (LHB) possess good reliability and validity scores. Individual constructs utilise multiple measurement items whose factor loadings surpass the threshold of 0.70 and validate their strong reliability level. The test measures adequate convergent validity by having Average Variance Extracted values exceeding 0.50. The Composite Reliability (CR) scores surpass 0.70 for every construct, which signifies robust internal consistency between variables. Although the Cronbach’s Alpha scores for LE (0.631) and LHB (0.576) are slightly lower than the other constructs, their reliability is still maintained. The analysis concludes that the measurement technique fulfills both criteria of validity and reliability to advance to subsequent stages.

| Table 01: Measurement Model | | | | | |
|---|---|---|---|---|---|
| Construct | Items | Loadings | AVE | Composite Reliability | Cronbach's |
| FE | FE2 | 0.736 | 0.562 | 0.837 | 0.741 |
| | FE3 | 0.727 | | | |
| | FE4 | 0.749 | | | |
| | FE6 | 0.786 | | | |
| LE | LE5 | 0.857 | 0.731 | 0.844 | 0.631 |
| | LE6 | 0.852 | | | |
| LEFF | LEFF3 | 0.809 | 0.632 | 0.838 | 0.71 |
| | LEFF5 | 0.773 | | | |
| | LEFF6 | 0.803 | | | |
| LHB | LHB1 | 0.761 | 0.541 | 0.78 | 0.576 |
| | LHB5 | 0.723 | | | |
| | LHB7 | 0.722 | | | |

## Discriminant Validity

According to carmines and seller (1979) discriminant validity define the extent from which a variable is different from other variables the square root of "AVE" is used to measure discriminant validity, and it was considered valid if the diagonal elements or values are more than the non-diagonal values in the related columns-and-rows. Hence, the Constructs' Discriminant validity of this study has obtained its acceptable criteria as the diagonal values of all the independent, dependent and mediating variables are higher than the non-diagonal values of their corresponding columns and rows. Therefore, the constructs of this study are valid for discriminating validity.

## Fornell and Larcker

Assessment through the Fornell-Larcker table confirms construct discriminant validity to prove the separation of elements. The square root of AVE appears as diagonal values in the table and should exceed all construct interrelations. All variables pass this test, thus confirming their validity. According to the off-diagonal correlations, the strongest connection between FE and LHB stands at 0.576.

| Table 2: Fornell – Larcker | | | | |
|---|---|---|---|---|
| | FE | LE | LEFF | LHB |
| FE | 0.75 | | | |
| LE | 0.523 | 0.855 | | |
| LEFF | 0.573 | 0.475 | 0.795 | |
| LHB | 0.576 | 0.455 | 0.556 | 0.736 |

Note: FE=Follower Emotion, LE=Leader Emotion, LEFF=Leader Effectiveness and LHB=Helping Behaviour

## Cross Loadings

Cross-loading is another way to check the validity of the discriminant. According to Garson (2016), the method to check cross-loading is that the value of the indicating variable should have a greater correlation with its latent variable than with other variables. This table identified that all the indicating variables possessed a higher loading in their respective latent variable and confirmed that all indicating variables are strongly relevant to the corresponding latent variable.

**Table 3: Cross-loading**

| | FE | LE | LEFF | LHB |
|---|---|---|---|---|
| FE2 | 0.736 | 0.376 | 0.463 | 0.469 |
| FE3 | 0.727 | 0.339 | 0.400 | 0.368 |
| FE4 | 0.749 | 0.437 | 0.430 | 0.424 |
| FE6 | 0.786 | 0.410 | 0.422 | 0.457 |
| LE5 | 0.451 | 0.857 | 0.388 | 0.347 |
| LE6 | 0.444 | 0.852 | 0.423 | 0.432 |
| LEFF3 | 0.537 | 0.454 | 0.809 | 0.471 |
| LEFF5 | 0.419 | 0.367 | 0.773 | 0.412 |
| LEFF6 | 0.403 | 0.306 | 0.803 | 0.440 |
| LHB1 | 0.442 | 0.349 | 0.412 | 0.761 |
| LHB5 | 0.424 | 0.300 | 0.425 | 0.723 |
| LHB7 | 0.405 | 0.357 | 0.388 | 0.722 |

Note: FE=Follower Emotion, LE=Leader Emotion, LEFF=Leader Effectiveness and LHB=Helping Behaviour

## Heterotrait-Monotrait Ratio (HTMT)

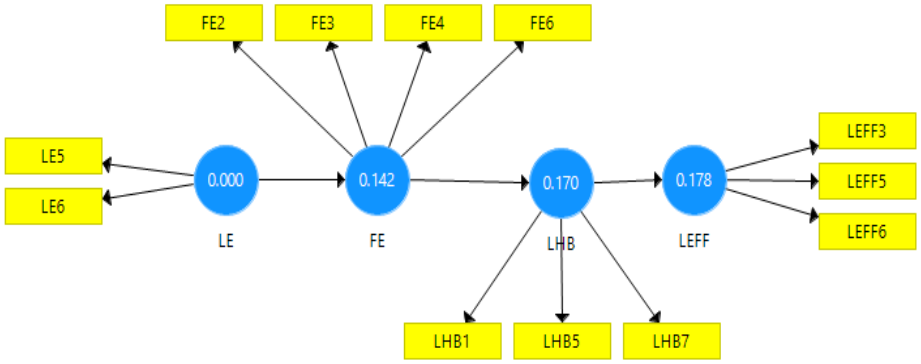
Henseler, Ringle & Sarstedt (2015) developed one more statistical technique, the heterotrait-monotrait, to detect the discriminant validity of the constructs/variables. According to Gold et al. (2001), the "HTMT ratio" less than 0.9 is considered valid. Table 4 defines the acceptable criteria as they are less than 0.9, and these constructs have also obtained discriminant validity to the HTMT ratio.

**Table 04: Heterotrait-monotrait Ratio**

| | FE | LE | LEFF | LHB |
|---|---|---|---|---|
| FE | | | | |
| LE | 0.761 | | | |
| LEFF | 0.784 | 0.706 | | |
| LHB | 0.876 | 0.757 | 0.866 | |

Note: FE=Follower Emotion, LE=Leader Emotion, LEFF=Leader Effectiveness and LHB=Helping Behaviour.

Figure 1: Path Model




## Blindfolding

After evaluating the Q-square in the next table, i.e., 5, the values of R-square (which is also called the coefficient of determination) of the endogenous latent variable are shown. We calculate these values to find out the overall effect size measured in the path model. According to Chin (1998), the substantial cutoff value of R-squared is 0.67, the average/moderate value is 0.33, and the weak value is 0.19. Table 4.3.2 shows that the R-square of FE (Follower Emotion) is 0.274, weak effects, LEFF (Leader effectiveness) is 0.309, and LHB (Leader Helping Behavior) is 0.332, showing average/moderate effects.

**Table 05: Blindfolding/R-Square**

| | R Square |
|---|---|
| FE | 0.274 |
| LEFF | 0.309 |
| LHB | 0.332 |

Note: FE=Follower Emotion, LE=Leader Emotion, LEFF=Leader Effectiveness and LHB=Helping Behaviour

## Structural Model

## Total Effects

Table 6 shows the relationship between the variables in terms ofβ coefficient along with the P-value at the significance levels of 0.05 and 0.1 suggested by Hair et al. (2011). The structural model's outcome was provided by the Bootstrap method of PLS-SEM. This table shows a significant relationship among all the variables.

| Table 06: Total effects | | | |
|---|---|---|---|
| | Original Sample (O) | Sample Mean (M) | P Values |
| FE -> LEFF | 0.320 | 0.330 | 0.000 |
| FE -> LHB | 0.576 | 0.585 | 0.000 |
| LE -> FE | 0.523 | 0.532 | 0.000 |
| LE -> LEFF | 0.168 | 0.176 | 0.000 |
| LE -> LHB | 0.302 | 0.312 | 0.000 |
| LHB -> LEFF | 0.556 | 0.562 | 0.000 |

Note: FE=Follower Emotion, LE=Leader Emotion, LEFF=Leader Effectiveness and LHB=Helping Behaviour

## Path Coefficients

Table 7 represents the path coefficients of the variables that show the direct relationship between the variables. We can see the relationship among the variables with the help of P-values and β-coefficients, with the significance level of 0.1 and 0.05, respectively, according to Hair et al. (2011). This table shown that the relationship between FE to LHB (follower emotion to leader helping behavior (β=0.585; P=0.000), LE to FE (leader emotion to follower emotion) (β=0.532; P=0.000) and LHB to LEFF (leader helping behavior to leader effectiveness) (β=0.562 to P=0.000) are significant relationship between them.

| Table 07: Path Coefficients | | | | |
|---|---|---|---|---|
| | Original Sample (O) | Sample Mean (M) | P Values | Remarks |
| FE -> LHB | 0.576 | 0.585 | 0.000 | Accepted |
| LE -> FE | 0.523 | 0.532 | 0.000 | Accepted |
| LHB -> LEFF | 0.556 | 0.562 | 0.000 | Accepted |

Note: FE=Follower Emotion, LE=Leader Emotion, LEFF=Leader Effectiveness and LHB=Helping Behaviour

## Mediation

This table shows the significant indirect relationship among the variables. All the p-values are less than 0.05, which indicates a significant and positive relationship between the variables LE to FE to LHB to LEFF (β=0.176; P-value=0.000) and LE to FE to LHB (β=0.312; P=0.000). This shows the effect of mediation on the hypothesis.

| Table 08: Specific Indirect Effect | | | | |
|---|---|---|---|---|
| | Original Sample (O) | Sample Mean (M) | P Values | Remarks |
| LE -> FE -> LHB -> LEFF | 0.168 | 0.176 | 0.000 | Accepted |
| LE -> FE -> LHB | 0.302 | 0.312 | 0.000 | Accepted |

Note: FE=Follower Emotion, LE=Leader Emotion, LEFF=Leader Effectiveness and LHB=Helping Behaviour

## Discussion

This study shows that leaders' emotional states strongly enhance follower emotions. Leaders who manage emotions well, combined with emotional intelligence and empathy, generate meaningful impacts on their follower groups. A leader who controls their emotions builds an operational environment that boosts both follower engagement and motivates employees while providing a sense of security. Leadership mood directly affects follower behavior patterns, which in turn generate higher productivity levels together with enhanced employee satisfaction. Performance in organisations becomes stronger thanks to leadership, which exhibits confidence while constantly expressing stability through positive messaging that builds trust between them and their team members. Leader helping behavior forms a strong connection with the emotional states of followers. Positive emotional states among employees promote their participation in supportive and cooperative work-related behaviors. Teams under leaders who provide guidance, service, and mentorship experiences develop stronger emotional health. A positive impact develops collaboration and establishes a workplace culture that enables problem-solving while encouraging teamwork with mutual respect. When leaders provide helping behaviors, these actions create stronger emotional ties with their staff, which in turn leads to better workplace efficiency and harmony. The effectiveness of leaders is significantly boosted by the helping behaviors directed towards their subordinates. The active assistance of leaders towards their followers battling professional challenges directly leads to superior ratings of their ability to lead and their effectiveness. Staff members who get both practical support and emotional backing from their leaders create stronger relationships and trust because it strengthens team productivity. Leader effectiveness includes both the accomplishment of business targets and an organizational culture that builds morale and employee value through support structures. Leaders who promote helping behaviors create loyal employees who demonstrate both higher satisfaction with their jobs and reduced intentions to leave.

Follower emotion serves as a medium through which leader emotion and leader effectiveness relate to one another. Leadership behaviors, including emotional intelligence and emotion-based understanding, produce positive results from followers, which creates better organizational outcomes. Leader emotion links directly to follower emotions because these connecting emotions allow leaders to bond with their employees through shared emotions. Such emotional engagement between leaders and their followers creates better workforce interactions while boosting team productivity. Leaders who understand and respond to their followers' emotional requirements develop teams that show better endurance and increased responsiveness to difficulties. The combination of leader emotion alongside follower emotion, together with leader helping behavior, produces major effects on leadership effectiveness measurements. Leaders who effectively control emotional dynamics in their organizations create spaces where teamwork and maximum achievement succeed. The support of emotional needs from leaders drives followers towards increased motivational commitment throughout their work roles, alongside increased job enthusiasm. A leader who forms emotional bonds with their followers achieves better solutions in decision making while solving problems more effectively, as well as

obtaining superior leadership performance outcomes. Leader emotional expression, along with follower emotional response, together shape leader helping behavior, thus proving emotional intelligence as a fundamental aspect of effective leadership. Emotionally perceptive leaders who excel at managing their emotions and work employee emotions construct better work-related relationships with team members. The practice of emotion regulation, together with team member support, leads to better employee engagement, which produces organizational performance gains. Emotional intelligence training delivered to leaders of organizations brings positive results through enhanced job satisfaction while increasing employee organizational commitment.

The usage of leader helping behavior within leadership development programs enhances the overall impact of leadership effectiveness. Leading employees to establish environments built on trust alongside cooperation brings results from dedicated leaders. Employee mentoring under a leader's guidance leads to better teamwork cohesion. Effective leaders build confidence and identify direction for their teams so that their teams become more motivated and dedicated. Organisations can gain enduring advantages from implementing leadership strategies that unite elements of leader emotion with follower emotion, together with leader helping behavior. Leaders who understand employee emotional needs and address them in advance create an organization filled with resilient personnel. Workers who receive emotional support from their leaders demonstrate increased productivity alongside better satisfaction and loyalty toward their organization. Effective leaders need more than making decisions and achieving business goals because they must establish meaningful interpersonal relationships throughout their teams. The research confirms that leadership success directly relies on emotional intelligence capabilities and showing instrumental help to others. The development of these leadership skills by organizations creates better employee morale as well as enhanced employee engagement alongside improved performance outcomes. Leadership teams that are successful in emotional awareness and team support create workplaces that achieve positive results along with productivity. Organizations can achieve enduring workplace success through leadership development of emotional intelligence and helping behaviors, which foster team collaboration.

Organizations that identify emotional intelligence functions in leadership development can execute strategies that strengthen relationships between leaders and followers. The ability to recognize and manage emotions effectively enables leaders to better face workplace challenges, yet also to inspire team members. Leadership success and organizational growth depend heavily on creating emotionally supportive workplaces, which foster an awareness of emotional intelligence among leaders. Research outcomes reveal the direct link between high leader effectiveness that emerges when leaders effectively manage emotions, support their teams, and develop meaningful workplace bonds.

## Conclusion

This research focused on leader emotion and its effects on leadership effectiveness in the banking sector of Karachi, Pakistan, using follower emotion and leader helping behavior as mediators. Those who understand their emotions well and are understanding often improve their team’s moods and guide them to help others.

Because of these, leading people becomes simpler, teamwork improves, and the organization performs better.

The study demonstrated that leader emotion is a crucial factor that influences follower reactions and leader actions rather than existing as a stand-alone characteristic. Employees are more driven, devoted, and effective when their leaders encourage emotional engagement and offer support. The relevance of emotional dynamics in leadership is highlighted by the considerable correlations between the variables, particularly in high-pressure settings like banking.

It is determined that companies looking to boost output ought to prioritize their leadership teams' emotional intelligence. Initiatives that improve empathy, emotional intelligence, and supportive behaviors will improve leadership and foster a more positive workplace culture. This study lays the groundwork for further investigation and useful actions to develop successful leadership behaviors that complement organizational objectives in demanding corporate settings.

**Managerial Implications and Recommendations**

Managers play a central role in employee performance development through their provision of direction, along with motivation and ongoing professional training. Managers who want better organizational results need to know what problems and needs exist within their workforce. Organizations that provide detailed descriptions of job tasks prevent employees from experiencing role ambiguity so they can perform their jobs successfully. Employee-manager communication strength produces enhanced decision quality in addition to creating productive workplace dynamics. Organizations should develop modern learning programs that will improve staff competencies while making them more flexible. The manager must create ongoing learning opportunities while establishing resources that help staff monitor industry movements. Organizations achieve better efficiency through structured training sessions, while their employees perform at higher levels because of mentoring programs and established feedback systems. The physical work environment should receive attention for redesign to enhance comfort and productivity, which results in better leader effectiveness.

To lead successfully, a leader must grasp emotional dynamics. Leaders should develop their ability to understand emotional signals because expressions on faces reveal substantial information to others. Leaders who present their faces and bodies in expressive and encouraging ways boost confidence and improve employee happiness levels. Organizations develop leadership capability that generates successful bottom lines through emotional intelligence development.

**Future Studies and Limitations**

This study delivers critical findings about leader emotions and their impact on effectiveness and follower emotions, as well as helping behavior, but some important drawbacks exist. The study was carried out using 325 banking employees. Even though this data collection size demonstrated useful findings, its representation across the banking industry remains uncertain. Future investigations need to expand their participant sample because the current size limits the research reliability and

generalizability of observed findings. Researchers should initiate studies that explore the influence of leader emotions on organizational effectiveness through the assessment of leader effectiveness across different business settings, including both corporate and public sectors. The study analysed only three organizational performances: An assessment of leader emotion combined with follower emotion, while studying leader helping behavior. Future leadership research should add more variables to explain effectiveness, such as behavioral development and collaboration mechanisms. The consideration of these factors provides stronger prospects for developing effective leadership strategies. The direct effects of leader emotion on leader effectiveness should be studied independently through future research to determine its influence without mediation effects.

The research examinations took place exclusively within private banks operating in Karachi. Research expansion should proceed to provincial and national scales using various regional and industrial environments. The study could benefit from considering gender along with marital status and years of experience as demographic variables to analyse their impact on leadership effectiveness. By comparing demographic groups, we can discover significant patterns that link leadership approaches to their achievement results. Two major obstacles faced by the researcher were insufficient time availability and restricted access to study resources. Academic articles, together with industry reports, remained accessible only through university facilities, which hindered full-source accessibility. The study faced challenges because employees showed resistance to participating in the research data collection process. Research going forward should use in-depth interviews together with case studies as supplementary data collection tools to gain deeper insights. The further investigation of these study boundaries and research scope enhancement will lead organizations and researchers into deeper exploration of the leader's emotional effects on leadership success. Organizations can develop improved leadership approaches by implementing findings to create better organizational results with satisfied employees.

## Significance of the Study

This research matters because it uncovers insights related to emotions in leadership within the competitive and difficult world of banking in Karachi. Effective leaders have become more important in organizational development and managing employees, especially where emotional demands are extremely high, such as in banking (McClean & Collins, 2019). By using emotional communication and pro-social behavior as part of leadership evaluation, the research establishes a comprehensive approach that concentrates on a leader’s interpersonal and emotional abilities.

The addition of emotional intelligence, empathy and helping actions in supervision reflects the importance given to emotions and teamwork by Affective Events Theory (Weller et al., 2020). Because banking environments are challenging and require good emotional management, this framework stands out as excellent for such situations (Akwa, 2022). According to proof, emotionally intelligent leaders support better job satisfaction, more loyal behaviors at work and higher levels of employee involvement (Miao et al., 2018; Elfenbein, 2023).

In addition, the connection between a leader's emotions and team activity helps us see how emotions shape leadership effectiveness in forging effective relationships. As a result, organizations gain a better grasp of how to develop effective leaders and improve their leadership training by adding emotional intelligence courses and strategies to build social awareness (Görgens-Ekermans & Roux, 2021; Vasquez et al., 2021). This, overall, supports better results within the group, such as less employee turnover and an increase in motivation and how much staff care about the organization (Rajesh et al., 2019; Hajiali et al., 2020).

Because leadership training and HR development are not as strong in Pakistan, the study's findings are extremely helpful for local banks that want to increase their workflow and the happiness of their employees.

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