IMPACTS OF TRANSFORMATIONAL LEADERSHIP ON QUIET QUITTING AND CYBERLOAFING: EXPLORING THE ROLE OF EMOTIONAL STABILITY AND WORK STRESS

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Abstract: Purpose: *Based on transformational leadership and Self-determination theory, this research sought to investigate the connections between transformational leadership, quiet quitting behavior, cyberloafing, emotional stability, and the moderating impact of work stress on the relationship of emotional stability, quiet quitting and cyber loafing in the Banking sector.*
Method: *The study used a cross-sectional design. The sampling technique was simple random sampling. Data of 338 bank employees were collected and analyzed using SPSS 27 and Smart PLS 4.*
Findings: *The study revealed that transformational leadership mitigated quiet quitting behavior and cyberloafing through emotional stability, and excessive work stress moderated the relationships between Emotional Stability, Quiet quitting, and Cyberloafing.*
Originality: *This study addressed a recent phenomenon, quiet quitting behavior, where the effect of transformational leadership was yet to be completely investigated. In addition, there was an absence of research directly on the connection between transformational leadership and cyberloafing. Moreover, the application of work stress as a moderator between transformational leadership and Quiet Quitting behavior and cyberloafing was novel and contributed to existing knowledge.*
Practical Implications: *The findings offer practical insights for organizations, highlighting the role of transformational leadership in mitigating employee disengagement (quiet quitting) and unproductive online behaviors (cyberloafing). Understanding the moderating influence of work stress provides actionable strategies for creating a resilient workplace environment.*
Keywords: *Transformational leadership, Quiet quitting behavior, Cyberloafing, Emotional stability, Work stress.*

1. Introduction

In the dynamic landscape of the banking industry, where deciphering predictors of employee performance is paramount, recent research, notably by Murphy and Anderson (2020), underscores the transformative influence of leadership, with a specific focus on transformational leadership (TL). This leadership style, characterized by inspiring followers to transcend self-interest, has been consistently linked to positive organizational outcomes, ranging from leader effectiveness and job performance to fostering organizational citizenship behavior (Brandt et al., 2016; Koo & Lee, 2021; Majeed & Jamshed, 2021; Torlak & Kuzey, 2019). Importantly, TL's impact extends beyond traditional metrics, playing a pivotal role in mitigating detrimental workplace behaviors such as quiet quitting and cyberloafing.

This transformative influence becomes particularly salient when addressing contemporary workplace challenges, exemplified by the phenomenon of "Quiet Quitting" – a manifestation of employees' reluctance to surpass job requirements driven by discontent with the work environment (Zenger & Folkman, 2022). This nuanced disengagement poses significant challenges to organizational commitment and overall productivity, underscoring the need for effective leadership interventions (Ellis & Yang, 2022). Simultaneously, the ubiquity of the internet has given rise to "Cyberloafing," a phenomenon where non-job-related internet use during work hours poses a potential threat to productivity (Lim, 2002). Both these phenomena highlight the critical role effective leadership plays in shaping employee behaviors in the modern workplace.

Transformational leadership, renowned for fostering trust and elevating self-interest, emerges as a valuable and multifaceted tool in mitigating negative employee behaviors (Avolio & Bass, 2002; Bass, 1990, 1997; Bednall et al., 2018; Jacobs et al., 2013; Judge & Piccolo, 2004; Khan et al., 2020; Liao & Chuang, 2007; Su et al., 2019; Walsh et al., 2014). As the workplace undergoes profound transformations, the study delves into the intricate mediating role of

emotional stability, forging a connection between TL and the outcomes of quiet quitting and cyberloafing. Additionally, recognizing the nuanced influence of work stress in shaping these organizational dynamics, the study introduces work stress as a crucial moderator, offering a comprehensive understanding that bridges the gap between leadership, employee behaviors, and the complex contours of the contemporary work environment.

2. THEORETICAL BACKGROUND AND HYPOTHESIS

2.1 Transformational leadership theory

Utilizing the transformational leadership theory as proposed by Bass (1985), our analysis delves into the relationship between transformational leadership practices and emotional stability, encompassing four key dimensions (Antonakis & House, 2002). These dimensions include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Through idealized influence and inspirational motivation, transformational leaders effectively communicate a compelling shared vision, infusing team tasks with meaningful purpose, and enhancing intrinsic motivation among employees. This, in turn, contributes to the cultivation of emotional stability within the team (Shamir et al., 1993; Stockkamp et al., 2023; Wang et al., 2016). Furthermore, the intellectual stimulation provided by transformational leaders plays a crucial role in bolstering employees' confidence in addressing both emotional and situational challenges autonomously, thereby fostering improved emotional stability(Bass & Riggio, 2006). Lastly, the dimension of individualized consideration, characterized by customized attention to each team member, facilitates the expression of unique ideas and interests. This personalized approach generates a sense of ease and emotional stability within the team (Bass & Riggio, 2006).

2.2 Self-determination theory

For building connection of the transformational leadership with quiet quitting and cyberloafing through emotional stability and moderating effect of work stress on the relationship of emotional stability, quiet quitting and cyber loafing we use self-determination theory proposed and modified by (Deci & Ryan, 1985a) and (Ryan & Deci, 2017)which suggest thathumans have fundamental psychological desires for autonomy, competence, and relatedness. When these requirements are met, people are more likely to feel well-being and participate in genuinely motivated actions.

In the context of quiet quitting and cyberloafing, employees who experience emotional stability and positive emotions may have their psychological needs better fulfilled, leading to higher intrinsic motivation and job satisfaction. As a result, they may be less prone to feelings of resentment, disengagement, and unwillingness to go beyond their job descriptionswhich, in turn, reduces the inclination to resort to quiet quitting and cyberloafing. And as transformational leadership theory suggests, to increase in emotional stability as a result it bridges the link between the indirect effect of transformational leadership on quiet quitting and cyberloafing.

On the other hand,work stress may significantly affect the quality of interpersonal connections with coworkers or supervisors, so limiting the need for social connectivity and support. Not only this, but work stress may also interrupt the fulfillment of autonomy, competence, and relatedness at the workplace, forcing people to seek other means of fulfilling them.As a result of unfulfilled psychological demands, people may seek ways to relieve stress, decrease pressure, avoid burnout, and develop a healthy work-life balance(Serenko, 2023) which ultimately, raise quiet quitting and cyberloafing behavior.

2.3 Transformational Leadership and Emotional Stability

The foundational proposition of this research posits a favorable correlation between transformational leadership and emotional stability. Transformational leadership, as elucidated in the study, encompasses the practice of guiding and galvanizing individuals by instilling emotional dedication, psychological empowerment, mental soundness, and psychological welfare(Jacobs et al., 2013; Su et al., 2019; Walsh et al., 2014). At its foundation, transformational leadership emphasizes the establishment of a collective vision - a set of idealized goals that the organization aims to achieve one day (Carton et al., 2014).

Emotional stability is described as the inclination to feel confident and secure, marked by the lack of negative emotions (Judge & Bono, 2001). Prior investigations have elucidated that transformational leaders manifest attributes such as empathy, self-awareness, and emotional resilience, thereby equipping them to adeptly regulate their emotional states and aptly address the emotional dynamics of their subordinates(Hur et al., 2011). This, in turn, fosters emotional stability among employees. Moreover, studies have highlighted the significant influence of transformational leadership on intrinsic motivation(Koh et al., 2019), with higher intrinsic motivation associated with reduced emotional exhaustion, a component of emotional instability (Stockkamp et al., 2023).

Based on the Transformational leadership theory, we presume that employees working under the supervision of transformational leader are more likely toexperience less emotional instability.Hence, the following hypothesis can be developed:

Hypothesis 1: Transformational leadership is favorably connected to Emotional Stability.

2.4 Mediating role of Emotional Stability on Quiet Quitting

Emotions, at their basis, are the fundamental desires to behave and are simply rapid techniques for dealing with life's problems, ingrained in us by evolution. The basic etymology of the word "emotion" stems from the Latin verb "motere," meaning 'to move,' mixed with the prefix 'e,' which connotes 'move away,' implying that every emotion bears a tendency to drive action. In this configuration, emotions function as the principal catalyst for human vitality, aspiration, and impetus, galvanizing our profound cognitions and life's purpose, and amalgamating our sentiments with our cognitive processes and the principles by which we govern our lives(Chaturvedi & Chander, 2010).Emotional stability maintains a significant role in personality research. Thorndike et al. (1991)expound upon emotional stability as the equilibrium of affective states, volitions, inclinations, sanguinity, buoyancy, composure, a sense of contentment, absence of remorse, apprehension, or isolation, and the absence of excessive rumination or fixation on cognitions and emotional states.

Now consider the concept of "quiet quitting," a term that signifies the employees' disinclination to surpass the parameters of their designated job roles. This phenomenon embodies workplace discontentment, often stemming from the organization's inability to foster a substantive rapport with its workforce(Zenger & Folkman, 2022). Prior investigations have unveiled three principal factors that underlie the phenomenon of quiet quitting. Firstly, individuals exhibit a lack of extrinsic motivation to invest additional time and effort into their professions, aiming to circumvent the burden of perpetual unpaid overtime. Secondly, individuals opt for quiet quitting as a means to safeguard their mental well-being, thereby mitigating stress, alleviating pressure, averting burnout, and achieving equilibrium between work and personal life. They perceive that surpassing imposed expectations exacts a considerable psychological toll. By refraining from supplementary (occasionally uncompensated) work-related responsibilities and overtime, they secure opportunities to engage in leisure activities, spend time with family and friends, or simply rest. Thirdly, individuals harbor grievances against their superiors or the organization as a whole, often stemming from conflicts with their managers or a sense of unjust denial of well-deserved career advancements. Other, less conspicuous, factors contributing to quiet quitting encompass a perception of incongruence between employee and employer values, and the employees' perception (whether substantiated or not) that their contributions bear no discernible impact within the organizational framework (Serenko, 2023).

However, research has demonstrated that emotional stability enhances individuals' social-psychological adaptation (Serebryakova et al., 2016) and fosters positive emotions (Specht, 2017; Williams & Nusbaum, 2016), both of which mitigate the antecedents of quiet quitting.

Based on the self-determination theory, we presume that employees those have higher emotional stability may less prone to feelings of resentment, disengagement, and unwillingness to go beyond their job descriptions. Thus, it can be hypothesized that:

Hypothesis 2: Emotional Stability relates negatively to employee Quiet Quitting.

In our present study, we believe that emotional stability plays a critical role as one of the major ways via which transformational leaders affect workers' quiet quitting behavior. Transformational leadership techniques provide several advantages for both individual and organizational development(Gillet et al., 2013). Consistent with prior studies (Cavanaugh et al., 2000; Choi et al., 2016; Kelloway & Barling, 2010; Serebryakova et al., 2016; Serenko, 2023; Specht, 2017; Williams & Nusbaum, 2016), we have established a favorable link between transformational leadership and emotional intelligence. Additionally, we have shown that emotional intelligence contributes to minimizing the antecedents of quiet quitting behavior, thereby lowering the prevalence of quiet quitting. Therefore, it may be hypothesized:

Hypothesis 3: Emotional Stability negatively mediates the connection between Transformationalleadershipand Quiet Quitting.

2.5 Mediating role of Emotional Stability on Cyberloafing

The idea of emotional stability or neuroticism has long been a significant personality trait within the area of psychology. Emotional stability denotes a state of even-temperedness, as opposed to negative emotionality, which covers sensations such as melancholy, anxiety, insecurity, anger, and uneasiness (John & Srivastava, 1999). Emotionally stable people display a decreased need to devote time and energy on emotion control, allowing them to deploy their resources more successfully towards task performance (Barrick et al., 2005). Consequently, emotionally stable professionals are less likely to be interrupted by emotional regulation, resulting in heightened attention and fewer tendency to indulge in cyberloafing. Furthermore, those strong in emotional stability tend to demonstrate greater levels of job satisfaction and job performance (Judge et al., 1999), coupled with lesser engagement in deviant workplace activities. This shows that emotionally stable persons are less sensitive to distracted cognitions, non-work-related thinking, or avoidance of undesirable circumstances compared to neurotic individuals.Based on the self-determination theory, we presume that employees those have higher emotional stability are more prone to focus on their tasks, thereby decreasing the desire to engage in cyberloafing. Thus, it can be hypothesized that:

Hypothesis 4: Emotional stress relates negatively to cyberloafing.

Transformational leadership is defined by leaders who inspire and encourage their subordinates, promoting a feeling of autonomy and self-regulation (Dias et al., 2022), and motivating them to surpass expectations. Previous studies have demonstrated the significant impact of transformational leadership on intrinsic motivation(Koh et al., 2019), with increased intrinsic motivation related with lower emotional weariness, a component of emotional instability (Stockkamp et al., 2023). Furthermore, the intellectual stimulation given by transformational leaders boosts workers' confidence in autonomously resolving emotional and situational obstacles, resulting to improved emotional stability (Bass & Riggio, 2006).

In accordance with the extant body of scholarly work, it can be asserted that individuals exhibiting elevated levels of emotional stability(Judge et al., 1999), attributed to their reduced emotional perturbations and heightened intrinsic drive(Kundi et al., 2022), are less inclined to partake in the practice of cyberloafing. Thus, the research implies that transformational leadership enhances emotional stability and consequently lowers the tendency for cyberloafing among workers. Therefore, it may be postulated that:

Hypothesis 5: Emotional Stability adversely mediates the connection between transformational leadership and cyberloafing.

2.6 Moderating role ofworkstress quiet quitting

In the year 1936, the Canadian physiologist Hans Selye introduced the term "stress" and meticulously expounded upon its concept in his work titled "Syndromes Caused by the Impact of Various Stimuli." He posited stress as a physiological reaction that occurs when individuals, animals, or entities are subjected to external stimuli. Stress may come from varied pressures on the body, and it demonstrates a non-specific character (Selye, 1956). The phrase "non-specific" suggests that despite fluctuations in external stimuli or needs, the biological reaction of the body stays generally consistent. Subsequently, scientists from many fields, such as medicine, psychology, and sociology, devoted their attention to the phenomena of stress and produced their own definitions of the idea from their own viewpoints. Some studies saw job stress as a stimulus or response variable, whereas others understood it as an environmental variable or an outcome of the interaction between the person and the environment. These different definitions underline the complex nature of work stress (Lazarus & Launier, 1978; Yu & Li, 2006).

Work stress develops from the interplay between people and their environment. When contextual events or variables contribute to stress, people may experience sensations of worry and discomfort. If this stress is not adequately handled, it may result in matching stress reactions or repercussions (Yao et al., 2014). These stresses may emerge as unpleasant feelings, physiological weariness, or behavioral manifestations, such as poor communication abilities. Furthermore, stress-related behavioral reactions may include decreased work effort, such as tardiness, absenteeism, or finally abandoning the job entirely (Shi et al., 2009).

In accordance with the antecedent literature analysis, it has been demonstrated that the reduction of stress, mitigation of pressure, prevention of burnout, and achievement of equilibrium between work and personal life serve as precursors to the phenomenon of quiet quitting(Serenko, 2023). Work stress adds to the amplification of these antecedents. According to self-determination theory proposed by Deci and Ryan (1985b), humans possess fundamental psychological requirements for autonomy, competence, and relatedness. When these requirements are addressed, individuals enjoy more motivation, engagement, and well-being in their activities.

In this setting, job stress plays a vital function as an impediment to the fulfillment of these essential psychological demands. Heightened levels of work-related stress may limit people's feeling of autonomy, as they feel overwhelmed and confined by job obligations. Additionally, stress might weaken their feeling of competence, leading to self-doubt and lower confidence in completing professional duties. Moreover, stress may significantly affect the quality of interpersonal connections with coworkers or supervisors, so limiting the need for social connectivity and support. As a result of unfulfilled psychological demands, people may seek ways to relieve stress, decrease pressure, avoid burnout, and develop a healthy work-life balance (Deci & Ryan, 1985b; Ryan & Deci, 2017; Serenko, 2023). Ultimately, this may raise intents to calm stopping behavior.

From this discussion, we posit that emotional stability functions as a pivotal mechanism by which transformational leaders exert their influence on employees' proclivity to participate in quiet quitting conduct. The factors that contribute to quiet quitting are moderated by emotional stability, ultimately mitigating such behavior among employees (Serebryakova et al., 2016; Serenko, 2023; Specht, 2017; Williams & Nusbaum, 2016). Through an examination of the existing literature, we have gained insights into the ramifications of work stress and how, according to Self-determination theory, these consequences heighten the likelihood of employees resorting to quiet quitting behaviors (Deci & Ryan, 1985b; Ryan & Deci, 2017; Shi et al., 2009). Based on all of this information, we may make the following hypothesis:

Hypothesis 6: Work stress moderates the relationship between emotional stability and Quiet quitting.

2.7 Moderating role of work stress on cyberloafing

Work stress is a crucial topic that necessitates addressing by firms owing to its considerable influence on employee performance. For firms to achieve success and earn revenues, it is vital to maintain maximum staff

performance. Conversely, a drop in performance might result in damage to the firm. One element leading to work stress is cyberloafing, when workers utilize company-provided internet resources for non-work-related activities (Novianti & Roz, 2023).

Henle and Blanchard (2008) found that job stress components, including role ambiguity, role conflict, and role overload, are key variables leading to cyberloafing behavior.Rathi and Kumar (2022) literature analysis further corroborated this conclusion, identifying role overload and role conflict as job-related stressors and causes to work stress. Thus, job stress and work stress seem to be related concepts, and higher stress levels in the office may lead to an increase in cyberloafing activity among workers.

According to Novianti and Roz (2023), persons facing work stress prefer to seek strategies to deal with their stress, and one such habit is cyberloafing. Previous research, such as those by Netemeyer et al. (2005) and Swimberghe et al. (2014), have demonstrated a positive link between greater levels of job stress and numerous deviant workplace behaviors. Additionally, interviews performed by Lim and Teo (2005) with 30 employed persons suggested that cyberloafing is typically seen as a technique to reduce job stress and its related negative feelings.

Therefore, it may be reliably deduced that job stress demonstrates a positive link with cyberloafing behavior. Given this association, it follows that work stress is equally connected with cyberloafing activity in workers. Past research has demonstrated that work stress increases the effects since emotionally healthy persons have less need to spend time and energy controlling their emotions (Barrick, 2005; Kim et al., 2016).

Based on the self-determination theory, we presume that employees those have higher work stress may significantly interrupt the fulfillment of autonomy, competence, and relatedness at the workplace, forcing people to seek other means of fulfilling them. As a result of unfulfilled psychological demands casus cyberloafing. Expanding upon these findings and theory, it is plausible to posit that work stress could function as a moderating factor in the relationship between emotional stability and cyberloafing. Therefore, it may be hypothesized that,

Hypothesis 7: Work stress moderates the relationship between emotional stability and Cyberloafing.

The research model is shown in Figure 1.
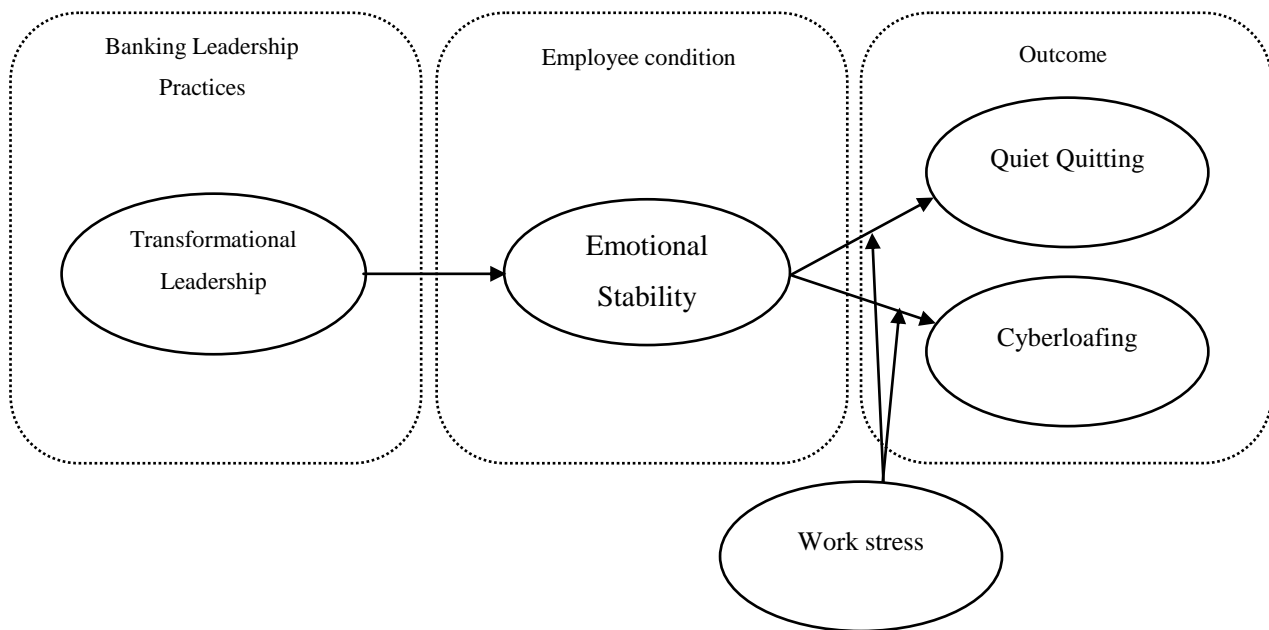
3. Methodology
3.1 Participants and procedures

In Bangladesh, there are195,141 employees in the banking sector, of which 126,991 employees are working in more than fifty private commercial banks (Bangladesh Bank, 2020). Therespondents were full-time employees from a large private commercial bank having branchescountrywide in Bangladesh.We contacted the human resource manager for consent to the survey.After gettingapproval, the human resource manager was requested to provide a list of full-timeemployees.We randomly chose the employees from the list and distributed the questionnaire. Wefollowedthe back-translation method to translate English to Bengali. To ensure the face andcontentvalidity, we approached two professors who taught management and five senior bankprofessionals to adjust the items with the work practices and culture in the study context.Further,a pilot study was conducted on a group of banking employees (*n*=32) at bank locatedin Dhaka, Syletand Gopalganj district to ensure the items' content validity.The alpha reliability of all the constructswas tested, and found the reliability ranged between 0.74 and 0.93. The final questionnaire was delivered face-to-face during working hours.

The survey was conducted with a lag of three weeks. The structured questionnaire was distributed to 541 respondents. Participation in the survey was voluntary. A cover letter addressing the study's purpose and assuring their responses' confidentiality was attached to the questionnaire. The respondents were requested to submit their completed questionnaires the following day. A total of 356 employees (65.8%) completed the survey. A sample of 338 employees (62.4%) was obtained after eliminating eighteen incomplete questionnaires. Since the respondents were surveyed during their working time, a high response rate was achieved. Most of the employees were male ($n = 289$; 85.5%), married (n = 283; 83.7%), and the average employee tenure in the organization was approximately five years. The employees' average age was 35.28. In terms of education, around 89.1% of the participants ($n = 301$) received a Master's education, 10.4% ($n = 35$) received bachelor's degree, 0.6% ($n = 2$) received others degree.

3.2 Measures

Transformational leadership, emotional stability, quiet quitting, cyberloafing, and work stress were measured using a 5-point Likert-type scale with a range of 1 (strongly disagree) to 5 (strongly agree).

Transformational Leadership: The widely used seven-item scale developed byCarless et al. (2000) was served as the foundation for measuring transformational leadership. A sample item from the questionnaire is, "*My supervisor communicates a clear and positive vision of the future.*"The reliability of this measure was 0.95.

Emotional Stability: Emotional stability was assessed utilizing Rammstedt and John (2005) shortened version of the five-factor inventory, specifically focusing on neuroticism. A sample item from the questionnaire is, "*I Get depressed easily, down.*"The reliability of this measure was 0.89.

Quiet Quitting: Quiet quitting was assessed using Anand et al. (2023) eight-item scale. A sample item from the questionnaire is, "*I often arrive late and leave early from work.*"The reliability of this measure was 0.90.

Cyberloafing: Following feedback from pilot study, we revised Lim (2002)cyberloafing measure by excluding non-work email activity items, focusing solely on non-work browsing activity. An example item reads, "I visited sports-related websites to take a break from work tasks."The reliability of this measure was 0.94.

Work Stress: Lait and Wallace (2002) five-item scale will be used to assess work stress. A sample item from the questionnaire is, "*My supervisor has personal control of most matters.*"
The reliability of this measure was 0.84.

Control variables: This study-controlled age, gender, experience, marital status, and educationbecause of their potential relationships with the dependent variable. Gender was measuredusing a dummy variable (0 for male and 1 for female), and the educational level was measuredusing a dummy variable ranging from 1 to 4 (1 for 'Bachelors'; 2 for'Masters'; 3 for 'Doctorate'; 4 for 'others degree'). experience was measured using a dummy variable ranging from 1 to 4 (1 for 'Less than 1 year'; 2 for '1-3 years'; 3 for '3-5 years'; 4 for 'More than 5 years'). Marital status wasmeasured usinga dummy variable (0 for married and 1 for not married) and Age weremeasured in years.

4. Results

4.1 Measurement model assessment

Table I presented the means, standard deviations and correlations for all constructs. The measurement model was assessed to establish the reliability and validity of the constructs (Table II), first, the factor loadings of all the items in the model have a greater than the minimum acceptable value of 0.50(Hair et al., 2010). Although factor loading over 0.7 is desirable (Vinzi et al., 2010), researchers frequently obtain weaker outer loadings (<0.70) in social science studies. Rather than automatically eliminating indicators, the effect of the removal of the item on composite reliability, content and convergent validity shall be examined.Generally, items with outer loadings from 0.40 to 0.70 shall be considered for removal only if deletion results in an increase of composite reliability (CR) oraverage variance extracted (AVE) over the recommended value (Hair et al., 2016). In the current study, removal of the item (QQ2, Loading = 0.679) would not have made a significant increase in the CR and AVE since the valuesfor the construct were already above the recommended threshold. But we removed the item (WS4, Loading = 0.489) as removing it making significant change in the Cronbach's alpha and CR. Furthermore, evaluation of the confidence interval of the loadings in the present revealed that none of the outer loadings in the items include a zero. Hence,one item was removed in the study for further analysis.

Reliability was assessed using Cronbach's alpha, and composite reliability, statistics for both were greater than the recommended value of 0.700 (Wasko & Faraj, 2005). Convergent validity of acceptable because the AVE was higher than 0.500.Discriminate validity was assessed by comparing the correlation among the latent variable with the square root of a AVE(Fornell &Larcker, 1981), and Heterotrait-monotrait ratio of correlations (HTMT) (Henseler et al., 2015), with values below the (conservative) threshold of 0.85. Hence, discriminate validity is established (see table III and IV)

Table I: Mean, Standard deviation, Correlations.

Variables	M	SD	1	2	3	4	5
1. TL	3.9150	.92548	1				
2. ES	3.8269	.75799	.268**	1			
3. QQ	1.9316	.85768	-.306**	-.332**	1		
4. CL	2.0100	.77220	-.089	-.169**	.360**	1	
5. WS	2.0207	.92080	-.042	.087	.359**	.151**	1

Notes: N=338, *p<0.05, **p<0.01. TL= Transformational Leadership; ES= Emotional Stability; QQ= Quiet Quitting; CL= Cyberloafing; WS=Work Stress

Table II: Factor loading, Cronbach's alpha, Composite reliability (CR), and average variance extracted (AVE)

Factors & Items	Loading	Cronbach's alpha	CR	AVE
Transformational Leadership		0.953	0.962	0.782
TL1	0.847			
TL2	0.900			
TL3	0.895			
TL4	0.879			
TL5	0.893			
TL6	0.882			
TL7	0.893			
Emotional Stability		0.898	0.929	0.767
ES1	0.893			
ES2	0.877			
ES3	0.891			
ES4	0.840			
Quiet Quitting		0.909	0.927	0.614
QQ1	0.820			
QQ2	0.679			
QQ3	0.860			
QQ4	0.745			
QQ5	0.751			
QQ6	0.821			
QQ7	0.815			
QQ8	0.764			
Cyberloafing		0.948	0.957	0.735
CL1	0.903			
CL2	0.907			
CL3	0.886			
CL4	0.862			
CL5	0.851			
CL6	0.870			
CL7	0.730			
CL8	0.836			
Work Stress		0.844	0.894	0.679
WS1	0.872			
WS2	0.873			
WS3	0.768			
WS5	0.777			

Notes: TL= Transformational Leadership; ES= Emotional Stability; QQ= Quiet Quitting; CL= Cyberloafing; WS=Work Stress

Table III: Discriminant Validity- Fornell Larcker criterion

	CL	ES	QQ	TL	WS
CL	**0.857**				
ES	-0.176	**0.876**			
QQ	0.36	-0.343	**0.784**		
TL	-0.089	0.276	-0.305	**0.884**	
WS	0.156	0.086	0.363	-0.041	**0.824**

Note: Bold and Italics represent the square root of AVE

Table IV: Discriminant Validity- Heterotrait-monotrait ratio (HTMT)- Matrix

	CL	ES	QQ	TL	WS
CL					
ES	0.183				
QQ	0.387	0.373			
TL	0.095	0.29	0.331		
WS	0.169	0.1	0.406	0.063	

4.2 Structural model assessment and hypothesis testing

Following the assessment of the measurement model, the next step was the evaluation structural path for the evaluation of path coefficients (relationships amongst study constructs) and their statistical significance.) The hypotheses were tested using partial least squares structural equation modeling (PLS-SEM). The reasons for using partial least squares structural equation modeling (PLS-SEM) instead of covariance-based SEM are (1) the flexibility on the data assumption of normal distribution, (2) the suitability for theory development and (3) the ability to handle small sample data. We used Smart PLS software to perform PLS-SEM. This study followed the assessment procedure recommended by Hair et al. (2017).

Figure II: Results of the structural model assessment
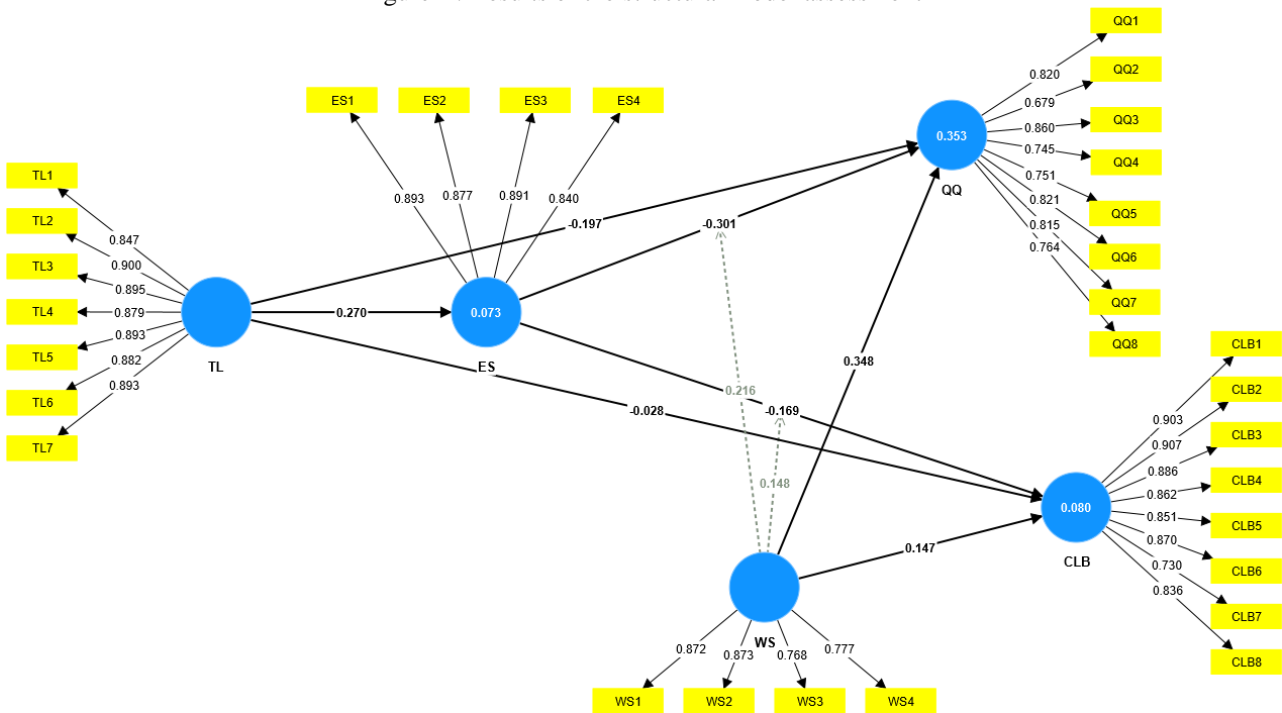
Results of the hypotheses testing are reported in Table V. As per our expectation,transformational leadership was found to have a direct significant effect on emotional stability (ES)(β = 0.270, t = 3.703, p<0.001). lending support to H1. Our other direct relationships were ES negatively impact on QQ and CL and as per our expectation ES was found to have a significant impact on quiet quitting(QQ) (β = -0.301, t = 4.731, p<0.001) and cyberloafing (CL) (β = -0.169, t = 2.632, p<0.05) leading support to H2 and H4.

Table V: Direct relationship and model fit

Hypothesis	Path coefficients	Standard deviation	T value	P values
TL -> ES	0.270	0.073	3.703	0.000
ES -> QQ	-0.301	0.064	4.731	0.000
ES -> CL	-0.169	0.064	2.632	0.003
Stoner-Geisser Q2				
Emotional stability	0.059			
Quiet Quitting	0.200			

Cyberloafing	0.020
SRMR	0.045

Notes: TL= Transformational Leadership; ES= Emotional Stability; QQ= Quiet Quitting; CL= Cyberloafing; WS=Work Stress, *p<0.05; **p<0.01; ***p<0.001

4.3 mediating analysis

However, the primary focus of this study was toexamine the mediating effects ofemotional stability in the relationship between transformational leadership, Quiet quitting and cyberloafing. Mediation analysiswas performed to assess the mediating role of ES in the relationship between TL and QQ. The results (see table VI) revealed a significant indirect effect of TL on QQ through ES (β = -0.081, t = 2.764, p<.005). The total effect of TL on QQ was significant (β = -0.278, t =4.068, p<.001),with the inclusion of mediator, the effect of TL on QQ was still significant (β = -0.197, t = 3.303, p<.001) this shows a complementary partial mediating role of ES in the relationship between TL and QQ. Hence, H3 was supported.

Our next mediation analysis was performed to assess the mediating role of ES in the relationship between TL and CL. The results (see table VI) revealed a significant indirect effect of TL on CL through ES (β = 0.046, t = 2.010, p<.005). The total effect of TL on CL was not significant (β = -0.073, t =1.226, p>.001). with the inclusion of mediator, the effect of TL on CL was still not significant (β = -0.028, t = 0.494, p>.001) this shows a full mediating role of ES in the relationship between TL and CL. Hence, H5 was supported.

Table VI: Mediation Analysis results

Total effects (TL-> QQ)			Direct effect (TL->QQ)				Indirect effect of TL and QQ					
Coefficient	T value	P value	Coefficient	T value	P value	Hypothesis	Coefficient	SE	T value	P value	Percentile bootstrap 95% confidence interval	
											Lower	Upper
-0.278	4.068	0.000	-0.197	3.303	0.000	H2: TL->ES->QQ	-0.081	0.029	2.764	0.001	-0.132	-0.035
-0.073	1.226	0.110	-0.028	0.494	0.311	H3: TL->ES->CL	-0.046	0.023	2.010	0.037	-0.087	-0.013

Note: SE = standard error; TL = Transformational Leadership; QQ = Quiet Quitting; ES = Emotional Stability; CL = Cyberloafing

4.4 Moderation analysis

Work stress positively moderates the negativerelationship between emotional stability and quiet quitting such that increased work stress weakens the relationship between emotional stability and quiet quitting.

That study assessed the modality role of work stress (WS) on the relationship between emotional stability (ES)andquietquitting (QQ) without the inclusion of the moderating effect (ES*WS), the R-sq value for QQ and CL was 0.126 and 0.032. This shows that 12.6% and 3.2% change in QQ and CL is accounted by ES. With the inclusion of the interaction term, the R-Sq increased to 31.7% and 8.00%. This shows an increase of 19.1% and 4.8% in variance explained in the dependent variable (QQ and CL).

Further, significance of moderating effect was analyzed, the results revealed a positive and significant moderating impact of WS on the negative relationship between ES, QQ and CL (β = 0.224, t =2.973, p<.002) (β = 0.149, t =2.071, p<.02). supporting H6 and H7. This shows that with the increase inwork stress the negative relationbetween ES, QQ and CLbecomes weakened. Moderation analysis summary is presented in Table IX.

Further, slope analysis is presented to better understand the nature of the moderating effects (Figure 1 and 2). As shown in Figure 1, the line is much steeper for low WS, this shows that at low level of WS, the impact of ES on QQis much stronger in comparison to high WS. However, at higher work stress, the line tends to straighten, this shows that at highwork stress, the increase in ES does not lead to similar change in the QQ. In conclusion, higher work stress weakens the negative impact of ESon QQ.

Again, in Figure 2, the line is much steeper for low WS, this shows that at low level of WS, the impact of ES on CL is much stronger in comparison to high WS. However, at higher work stress, the line tends to straighten, this shows that at high Work Stress, the increase in ES does not lead to similar change in the CL. In conclusion, higher work stress weakens the negative impact of ES on CL.

F-Squire effect size was 0.167 and 0.075 for QQ and CL. According to Cohen (1988) proposition, 0.02, 0.15, and 0.35 constitute small, medium and large effect sizes of moderation respectively. This shows that there is a medium moderating effect of WS on ES and QQ and small moderating effect of WS on ES and CL.

Table VII: Mediation Analysis results

Relationship	β	SE	T value	P value
ES -> QQ	-0.355	0.068	5.189	0.000
ES -> CL	-0.176	0.064	2.757	0.003
WS -> QQ	0.361	0.061	5.905	0.000
WS -> CL	0.149	0.062	2.409	0.008
Moderating Effect (WS x ES) -> QQ	0.224	0.075	2.973	0.001
Moderating Effect (WS x ES) -> CL	0.149	0.072	2.071	0.019

Note: SE = Standard Error; ES =Emotional Stability; QQ = Quiet Quitting; ES = Emotional Stability; CL = Cyberloafing; WS = Work Stress
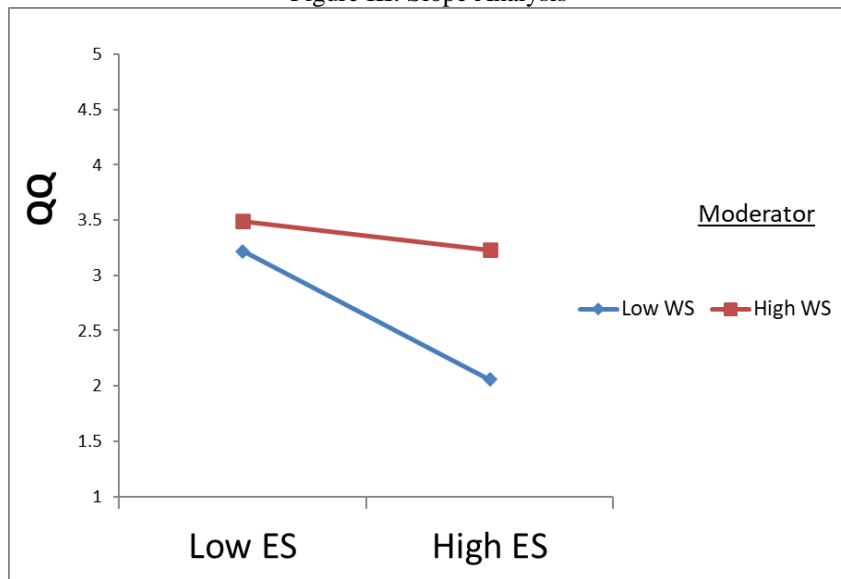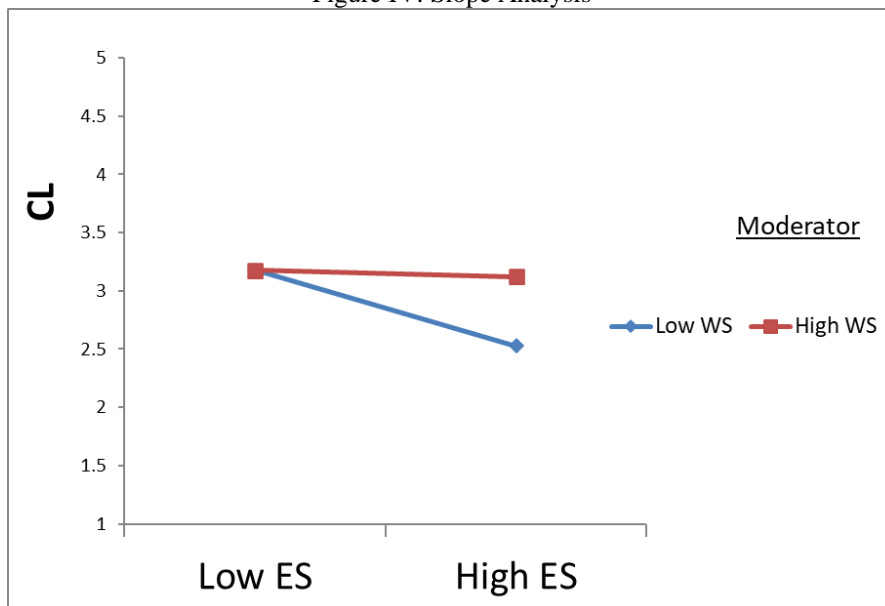
Figure III: Slope Analysis

Figure IV: Slope Analysis

Finally, to assess model fit in PLS, we estimated the Stoner-Geisser Q^2 (Geisser, 1975; Stone, 1974)and the standardized root mean square residual (SRMR). The Q^2 measures how well theobserved values are reproduced by the model and its estimated parameters. Values greaterthan 0 indicate predictive relevance. Results of our study (See table V) therefore provide good evidence ofpredictive relevance as the Q^2 values for emotional stability, quiet quitting and

cyberloafing were 0.059, 0.200 and 0.020, respectively. The composite SRMRvalue for the model was 0.045, which is also below the 0.07 threshold recommended byBagozzi and Yi (2012).

5. Discussion:

The current study investigated the underlying mechanisms through which transformational leadership (TL) influences employees' negative behaviors, namely quiet quitting (QQ) and cyberloafing (CL), through emotional stability (ES). Additionally, the study examined the moderating role of work stress (WS) on the relationship between ES and QQ and CL.

Consistent with previous research (Bass & Avolio, 1990; Brown & Leigh, 1996) the findings revealed a positive relationship between TL practices and ES. This suggests that TL can foster emotional resilience and reduce emotional instability (Hur et al., 2011; Stockkamp et al., 2023), ultimately contributing to enhanced employee well-being and reduced engagement in negative behaviors.

In line with emerging literature(Serenko, 2023), the study demonstrated a negative association between ES and QQ. Individuals with high levels of ES are better equipped to cope with work-related stressors and maintain a positive outlook, reducing the likelihood of withdrawing from work or engaging in disengaged behaviors.

The study also found a negative relationship between ES and CL, corroborating previous research(Barrick et al., 2005). Emotionally stable individuals can better focus on task performance and maintain self-discipline, reducing the tendency to engage in distracting or unproductive online activities during work hours.

The moderating role of WS on the relationship between ES and QQ and CL emerged as a significant finding. As WS increased, the negative relationship between ES and QQ and CL weakened. This suggests that the ability of ES to mitigate negative behaviors is diminished under conditions of high work stress. This aligns with previous research highlighting the detrimental effects of WS on employee well-being and engagement(Henle & Blanchard, 2008; Lim & Teo, 2005; Novianti & Roz, 2023; Shi et al., 2009; Swimberghe et al., 2014).

5.1 Theoretical implications

The study's findings contribute to a more nuanced understanding of the relationship between transformational leadership, quiet quitting (QQ), cyberloafing (CL), and work stress (WS). Specifically, the research reveals an indirect effect of transformational leadership on QQ and CL through the mediating role of emotional stability (ES). Additionally, this research delves into the moderating effect of WS on the relationships between ES, QQ, and CL, contributing three notable theoretical significances to the existing literature. This study holds three notable theoretical significances.

Firstly, our research expands the existing literature on transformational leadership and emotional stability by highlighting the indirect influence of transformational leadership practices on mitigating quiet quitting and cyberloafing. The results support the notion that transformational leadership contributes to the reduction of negative employee behaviors. Moreover, our study responds to the call for further research on the consequences of employee negative work outcomes associated with transformational leadership (Khan et al., 2020).

Secondly, our results indicate that transformational leadership practices are linked to QQ and CL through the mediator of emotional stability. This finding is crucial as previous studies did not explicitly establish these relationships or demonstrate how emotional stability significantly diminishes employees' negative outcomes. Consequently, this study stands as a valuable addition to the existing body of research.

Lastly, our research introduces a moderation analysis of work stress on the relationship between ES, QQ, and CL, an aspect that previous studies have yet to explore. This novel contribution enhances the understanding of how workplace stress moderates the impact of emotional stability on quiet quitting and cyberloafing.

Overall, this research provides a comprehensive and profound interpretation of quiet quitting and cyberloafing activities within the banking industry in Bangladesh. By unveiling the intricate relationships between transformational leadership, emotional stability, and work stress, our study advances theoretical perspectives in organizational behavior.

5.2 Practical Implications

The findings of this study indicates that organizations should strategically leverage leadership development programs to instill transformational leadership practices, thereby fostering emotional stability and reducing instances of quiet quitting and cyberloafing. Acknowledging the moderating role of work stress, our research underscores the importance of robust stress management initiatives for mitigating the negative impact of stress on employee behaviors and cultivating a healthier workplace.

Additionally, our study indicates the potential effectiveness of employee well-being programs, such as mental health support and stress reduction workshops, in contributing to a positive workplace culture and reducing the likelihood of negative behaviors among employees. The findings also suggest that leadership training programs focused on enhancing emotional intelligence may empower leaders to better manage emotions within the team, contributing to a more emotionally stable work environment.

Furthermore, the inclusion of metrics related to quiet quitting and cyberloafing in performance evaluations may create awareness and set clear expectations for employees, potentially aligning their conduct with organizational goals. Considering the sector-specific focus on the banking industry in Bangladesh, organizations may find value in customizing interventions to address industry-specific challenges.

Finally, organizations should adopt a proactive stance by continuously monitoring and adapting their strategies. Regular assessments of leadership practices, employee well-being, and stress levels can guide organizations in refining their interventions to effectively address the evolving challenges associated with quiet quitting and cyberloafing. In essence, these practical implications offer actionable strategies for organizations to foster a positive work environment, reduce negative employee behaviors, and enhance overall productivity.

5.3 Limitations and Future Directions

The current study has several limitations. First, the study was cross-sectional, which means that we cannot make causal claims about the relationships between the variables. Future research should use longitudinal designs to examine the causal effects of TL, ES, WS, and QQ.

Second, the study relied on self-report measures of the study variables. It is possible that these measures were subject to bias. Future research should use multiple methods to assess the study variables, such as supervisor ratings and behavioral measures.

Third, the study was conducted in a single industry. It is possible that the findings of the study are not generalizable to other industries. Future research should be conducted in a wider range of industries to assess the generality of the findings.

Despite these limitations, the current study provides valuable insights into the relationship between transformational leadership, emotional stability, work stress, and quiet quitting. The findings of the study have important implications for theory and practice.

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