BUSINESS AND APPLIED MANAGEMENT JOURNAL
Vol. 4 No. 3 (2026), p. 532-545
Available online at https://serambi.org/index.php/bamj

Empowering Leadership and Employee Performance in the Banking Sector: The Mediating Roles of Harmonious and Obsessive Passion

Reza Pala'langan*, Eisha Lataruva
Universitas Diponegoro, Indonesia

DOI: https://doi.org/10.61987/bamj.v4i3.2842

Article History:
Received: 26 July 2026
Revised: 02 October 2026
Accepted: 02 November 2026

Keywords:
Empowering Leadership, Employee Performance, Harmonious Passion, Obsessive Passion

Correspondence Address:
rezapalalangan1706@gmail.com

Abstract:
This study examines the effect of empowering leadership on employee performance and the mediating roles of harmonious passion and obsessive passion. A quantitative approach was applied to a population of 60 employees. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results show that empowering leadership positively and significantly affects employee performance (β = 0.293, p = 0.036) and harmonious passion (β = 0.435, p < 0.001), while negatively affecting obsessive passion (β = −0.393, p < 0.001). Harmonious passion positively affects employee performance (β = 0.414, p < 0.001) and significantly mediates the relationship between empowering leadership and employee performance (indirect effect = 0.180, p = 0.019; VAF = 32.1%). Conversely, obsessive passion negatively affects employee performance (β = −0.221, p = 0.044), but does not significantly mediate the relationship (indirect effect = 0.087, p = 0.072). These findings suggest that organizations should implement empowering leadership by granting employees autonomy, building trust, and providing support. Such practices can foster harmonious passion, strengthen employee performance, and help reduce obsessive passion.

INTRODUCTION

Employee performance has become a strategic concern for organizations seeking to remain competitive and achieve sustainable success today. This issue extends beyond organizational boundaries because employees' productivity, service quality, and effectiveness shape the services customers receive and organizations' broader contribution to society (Rahayu et al., 2024; Yikilmaz et al., 2025). Organizations therefore need managerial approaches that develop employees' capabilities while encouraging responsible and effective work behavior (Li & Li, 2025; Alwali & Alwali, 2025; Huu et al., 2026). This concern is especially visible in banking, where employees must meet demanding targets while responding to customers. Leadership is consequently important not only for directing tasks but also for creating conditions that enable employees to perform well. Empowering leadership, which provides autonomy, trust, and responsibility, offers one possible approach to supporting employee involvement and performance (Piao & Hahn, 2025).

This journal is an open-access article under a CC BY-NC-SA 4.0 license. © 2026, the author(s)

This study draws on Social Exchange Theory, the Dualistic Model of Passion, and Self-Determination Theory to explain its variables. Social Exchange Theory proposes that employees may reciprocate the support and trust they receive from leaders through positive attitudes and work behaviors (Blau, 1964). The Dualistic Model of Passion distinguishes harmonious passion, in which work is pursued willingly and integrated with personal values, from obsessive passion, in which internal or external pressure drives work involvement (Gul et al., 2025; Zito et al., 2022). Self-Determination Theory explains that satisfaction of autonomy, competence, and relatedness needs supports autonomous motivation and harmonious passion (Ye et al., 2025). Together, these theories explain how empowering leadership shapes employees' psychological experiences and performance.

Despite the potential benefits of empowering leadership, organizations may face difficulties when autonomy and responsibility are not matched with sufficient direction and support. Excessive autonomy can create role ambiguity, while demanding expectations may increase psychological pressure and undermine performance (Chen et al., 2024). Autonomy produces different outcomes depending on how work discretion is structured and experienced (Lu, 2026). These challenges are particularly relevant in banking, where employees must balance performance targets, customer-facing duties, workloads, and limited flexibility. Interviews with the Human Resources Department at Bank BRI Palopo Branch identified heavy workloads among front-line and marketing employees, high work pressure, and limited work flexibility. In demanding service environments, such conditions may weaken motivation and productivity and increase the risk of burnout (Susanto et al., 2022).

Research has established that empowering leadership can support employee performance by strengthening engagement, accountability, initiative, and employees' sense of responsibility (AlMazrouei, 2023; Wei et al., 2023; Modise, 2023). Autonomy without adequate guidance may create ambiguity and unfavorable outcomes (Lu, 2026). Research on passion offers a psychological explanation for these different outcomes. Empowering leadership may foster harmonious passion by giving employees independence, trust, and opportunities to participate, thereby making work more meaningful and personally valued (Peethambaran & Naim, 2023; Tariq, 2026). Harmonious passion has also been associated with creativity, commitment, adaptability, and stronger performance (Madaan et al., 2025). These findings in many workplaces position passion as a relevant mechanism connecting leadership practices with employee outcomes.

Nevertheless, the literature does not support treating all forms of passion as equivalent. Empowering leadership may also relate to obsessive passion when employees interpret autonomy and responsibility as pressure to maintain excessive work involvement (Kim & Beehr, 2022; Gul et al., 2026). Obsessive passion is associated with controlled motivation, stress, exhaustion, and burnout (Ali et al., 2024). Obsessive passion is negatively associated with employee performance (Schellenberg et al., 2022; Cheyroux et al., 2025), whereas harmonious passion is generally associated with more favorable work outcomes. Although previous research has examined the indirect effects of both forms of passion, further empirical investigation across different organizational contexts remains necessary to clarify their distinct mediating roles. Evidence in Indonesian banking remains limited, where target pressure and customer responsibilities make these pathways consequential (López-Cabarcos et al., 2022; Cheng et al., 2025).

This study examines harmonious and obsessive passion as distinct mediators in the relationship between empowering leadership and employee performance in an Indonesian banking context. Existing work has considered passion as a mechanism linking leadership and work outcomes. This study tests whether the two forms of passion transmit the influence of empowering leadership differently in a demanding service environment. Harmonious passion may strengthen the beneficial relationship by supporting willing, enthusiastic involvement, while obsessive passion may reflect a less adaptive response to perceived pressure (Slil et al., 2025; O'Donoghue & Werff, 2022). It also empirically compares their separate indirect effects in this specific organizational setting. Clarifying these pathways can inform leadership practices that support performance without encouraging unhealthy work involvement overall.

The research problem is how empowering leadership influences employee performance directly and indirectly through harmonious passion and obsessive passion. The study proposes that empowering leadership positively affects employee performance and harmonious passion, but negatively affects obsessive passion; harmonious passion is expected to improve performance, whereas obsessive passion is expected to reduce it. It further examines whether each form of passion mediates the relationship between empowering leadership and employee performance. These arguments follow the view that autonomy, trust, and support can strengthen employees' voluntary engagement, while pressure-driven involvement may undermine effectiveness (Fardiansyah et al., 2025; Handayani et al., 2026; Xu & Zhang, 2022). The study evaluates both pathways, particularly in banking service environments under demanding work conditions.

RESEARCH METHODS

Using a quantitative cross-sectional design (Figueiredo et al., 2025; Baumeister et al., 2026), this study examines the relationships among empowering leadership, harmonious passion, obsessive passion, and employee performance in the banking sector. The study was conducted at Bank BRI Palopo Branch in Indonesia. Because the population comprised 60 employees, the researchers used a census, or total sampling technique,, allowing all population members to participate as respondents.

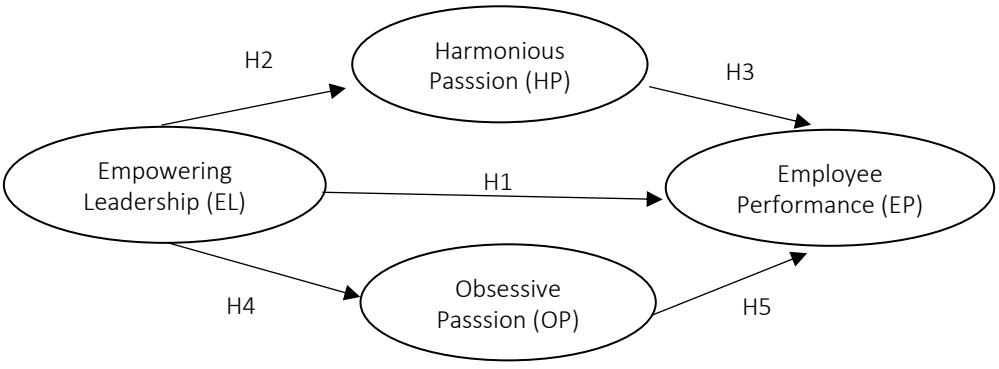


Figure 1. Conceptual Framework

The conceptual framework was developed to examine the direct relationships between Empowering Leadership and Employee Performance, Harmonious Passion, and Obsessive Passion, as well as the relationships between Harmonious Passion and Obsessive Passion and Employee Performance. It also examines the mediating roles of

both forms of passion in the relationship between Empowering Leadership and Employee Performance. Accordingly, the proposed relationships are represented by five hypotheses: H1 examines the effect of Empowering Leadership on Employee Performance; H2 examines the effect of Empowering Leadership on Harmonious Passion; H3 examines the effect of Empowering Leadership on Obsessive Passion; H4 examines the effect of Harmonious Passion on Employee Performance; and H5 examines the effect of Obsessive Passion on Employee Performance. The mediation analysis evaluates the respective indirect effects of Harmonious Passion and Obsessive Passion.

Primary data were collected using a systematic online questionnaire administered to all participants, using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consisted of structured items measuring the four research constructs. These primary responses were reinforced by secondary data from academic books, peer-reviewed journal articles, and other scholarly publications to strengthen the study's theoretical framework. The research framework comprised four core constructs: empowering leadership, harmonious passion, obsessive passion, and employee performance. We measured employee performance using seven items adapted from Ivancevich (2007); empowering leadership using a five-item scale developed by Ahearne et al. (2005); and both forms of passion using six indicators each, adapted from Lajom et al. (2018). All questionnaire items originated from established, validated instruments used in organizational behavior research. The measurement model was assessed based on indicator reliability, internal consistency reliability, and convergent validity.

We conducted the empirical analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0, following a two-step assessment approach. The initial phase assessed the measurement (outer) model by examining indicator reliability, internal consistency reliability, and convergent validity. Indicator reliability was assessed through outer loading values, while internal consistency was evaluated using Cronbach's alpha and Composite Reliability (CR). We assessed convergent validity using Average Variance Extracted (AVE). The structural (inner) model was then evaluated using path coefficients and the coefficient of determination (R^2), followed by hypothesis testing via bootstrapping. Predictive relevance was further assessed using Q^2_predict values obtained through the PLS-Predict procedure. We assessed the mediating roles of Harmonious Passion and Obsessive Passion through their respective specific indirect effects. We evaluated the strength of significant mediation using the Variance Accounted For (VAF) approach. We selected this approach because it effectively investigates complex latent structures and mediation processes, especially with limited sample sizes (Sabol et al., 2023).

RESULTS AND DISCUSSION

Results

The measurement model was initially evaluated to establish the reliability and validity of the research constructs. Convergent validity was assessed by examining the outer loading values of each indicator; all retained indicators exceeded the recommended threshold of 0.70, demonstrating adequate indicator reliability. Construct reliability and convergent validity were further examined using Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). In accordance with the criteria established, Cronbach's alpha and CR values should exceed 0.70, while AVE values should be greater than 0.50. The results confirmed that all constructs satisfied these

established thresholds, indicating satisfactory internal consistency and convergent validity. Having established the measurement model's adequacy, the analysis evaluated the structural model (inner model). This assessment focused on the coefficient of determination (R^2), which indicates the model's explanatory power, and path coefficients, which were used to examine the direction, magnitude, and significance of the hypothesized relationships among the research constructs. The structural model results are presented below.

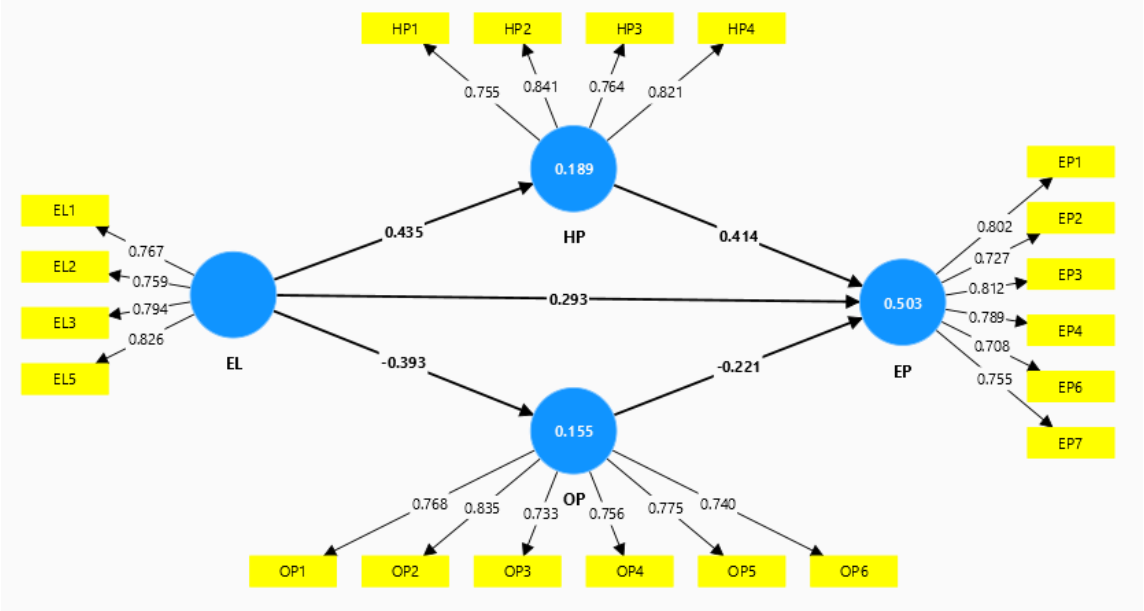


Figure 2. Structural Model (Inner Model)

Figure 2 illustrates the structural framework of the Partial Least Squares Structural Equation Modeling (PLS-SEM), showing the relationships among Empowering Leadership (EL), Harmonious Passion (HP), Obsessive Passion (OP), and Employee Performance (EP). Empowering Leadership (EL) is measured by four indicators (EL1, EL2, EL3, and EL5), Harmonious Passion (HP) by four indicators (HP1–HP4), Obsessive Passion (OP) by six indicators (OP1–OP6), and Employee Performance (EP) by six indicators (EP1–EP4, EP6, and EP7). Every retained indicator showed a loading value exceeding 0.70, indicating that the measurement model demonstrates satisfactory convergent validity.

Regarding the structural relationships, Empowering Leadership (EL) positively affects Harmonious Passion (HP) (β = 0.435) but negatively affects Obsessive Passion (OP) (β =- 0.393). Furthermore, Harmonious Passion positively influences Employee Performance (EP) (β = 0.414), whereas Obsessive Passion negatively impacts Employee Performance (β = −0.221). Empowering Leadership also directly and positively affects Employee Performance (β = 0.293).

Table 1. Coefficient of Determination (R^2) of the Structural Model

	R Square	Adjusted R-square
EP	0.503	0.476
HP	0.189	0.175
OP	0.155	0.140

Source: Processed Data (2026)

The structural model's explanatory power was assessed using the coefficient of determination (R^2). Empowering leadership explains 18.9% of the variance in harmonious

passion (R^2 = 0.189) and 15.5% in obsessive passion (R^2 = 0.155), while empowering leadership, harmonious passion, and obsessive passion collectively explain 50.3% of the variance in employee performance (R^2 = 0.503), indicating moderate explanatory power.

Table 2. PLSpredict Assessment of Predictive Relevance and Prediction Errors

	RMSE	MAE	Prediksi_Q^2
EP	0.872	0.732	0.275
HP	0.944	0.769	0.153
OP	0.974	0.776	0.114

Source: Processed Data (2026)

The PLSpredict assessment indicates that the structural model demonstrates predictive relevance across all three endogenous constructs. As presented in Table 2, the Q^2_predict values are positive for Employee Performance (0.275), Harmonious Passion (0.153), and Obsessive Passion (0.114). These results indicate that the model possesses out-of-sample predictive relevance for all endogenous constructs, as the positive Q^2_predict values suggest that the model generates predictions that outperform a naïve benchmark.

Regarding prediction errors, the RMSE and MAE values provide complementary measures of predictive accuracy. Employee Performance records an RMSE of 0.872 and an MAE of 0.732, while Harmonious Passion records 0.944 and 0.769, respectively. Obsessive Passion exhibits an RMSE of 0.974 and an MAE of 0.776. These values indicate differences in prediction errors across the three constructs, although their relative predictive performance cannot be conclusively determined without comparison against the linear model (LM) benchmark. Overall, the positive Q^2_predict values provide evidence of the model's predictive relevance, supporting its ability to predict variations in employee performance, harmonious passion, and obsessive passion.

Table 3. Path Coefficient

Variable	Original Sample	Sample Average	Std. Deviation	T Statistic	P Values
EL-> EP	0.293	0.295	0.140	2.102	0.036
EL-> HP	0.435	0.446	0.110	3.958	0.000
HP-> EP	0.414	0.414	0.110	3.774	0.000
EL-> OP	-0.393	-0.417	0.096	4.117	0.000
OP-> EP	-0.221	-0.224	0.110	2.012	0.044

Source: Processed Data (2026)

Table 3 presents the direct effects among Empowering Leadership (EL), Harmonious Passion (HP), Obsessive Passion (OP), and Employee Performance (EP). EL positively affects EP (β = 0.293, t = 2.102, p = 0.036) and HP (β = 0.435, t = 3.958, p < 0.001). EL negatively affects OP (β = −0.393, t = 4.117, p < 0.001), while HP positively affects EP (β = 0.414, t = 3.774, p < 0.001). OP negatively affects EP (β = −0.221, t = 2.012, p = 0.044). All five direct relationships are statistically significant (p < 0.05), although their directions differ. EL positively predicts EP and HP but negatively predicts OP; HP positively predicts EP, whereas OP negatively predicts EP.

Table 4. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (| O/STDEV |)	P Values
EL-> HP-> EP	0.180	0.188	0.077	2.346	0.019
EL-> OP-> EP	0.087	0.091	0.048	1.802	0.072

Source: Processed Data (2026)

Table 4 presents the results of the specific indirect effect analysis. Harmonious Passion significantly mediates the relationship between Empowering Leadership and Employee Performance (β = 0.180, t = 2.346, p = 0.019). The indirect effect through Obsessive Passion is not significant (β = 0.087, t = 1.802, p = 0.072). Although the two component paths are negative, their product produces a positive indirect coefficient; however, the indirect effect is not statistically significant.

Table 5. Strength of Mediation

Variabel	Total Effect	Indirect Effect
HP	0.560	0.180

Source: Processed Data (2026)

Table 5 presents the results of the mediation strength analysis using the Variance Accounted For (VAF) approach. The VAF value for the mediating role of Harmonious Passion is 32.1%, indicating partial mediation. This finding suggests that Harmonious Passion partially transmits the effect of Empowering Leadership on Employee Performance. The direct relationship between Empowering Leadership and Employee Performance explains the remaining influence.

Table 6. Hypothesis Testing Results

Hypothesis	T-statistics	P-values
H1: Empowering Leadership has a positive effect on Employee Performance	2.102	0.036
H2: Empowering Leadership has a positive effect on Harmonious Passion	3.958	0.000
H3: Harmonious Passion has a positive effect on Employee Performance	3.774	0.000
H4: Empowering Leadership has a positive effect on Obsessive Passion	4.117	0.000
H5: Obsessive Passion has a negative effect on Employee Performance	2.012	0.044

Source: Processed Data (2026)

Table 6 shows that four of the five hypotheses are supported in their proposed directions, while H3 is not supported because the observed relationship is negative rather than positive. Hypothesis 1 (H1) confirms that Empowering Leadership has a positive and notable impact on Employee Performance, with a T-statistic of 2.102 and a p-value of 0.036. This finding suggests that higher levels of empowering leadership contribute to improved employee performance. Hypothesis 2 (H2) is also supported, demonstrating that Empowering Leadership has a positive and significant effect on Harmonious Passion (T = 3.958; p < 0.001). This result indicates that empowering leadership practices foster employees' harmonious passion by encouraging intrinsic motivation and positive involvement in their work.

H3 is not supported because EL has a significant negative effect on OP (β = −0.393, t = 4.117, p < 0.001), contrary to the hypothesized positive direction. Therefore, H3, which hypothesized a positive effect, is not supported in its proposed direction. Instead, the finding indicates that higher levels of empowering leadership are associated with lower obsessive passion. Hypothesis 4 (H4) confirms that Harmonious Passion positively influences Employee Performance, with a T-statistic of 3.774 and a p-value of < 0.001. This finding indicates that employees who experience harmonious passion are more likely to demonstrate higher levels of performance.

Finally, Hypothesis 5 (H5) is supported, showing that Obsessive Passion has a significant negative effect on Employee Performance, with a T-statistic of 2.012 and a p-value of 0.044. This finding indicates that higher levels of obsessive passion are associated with lower employee performance. Overall, EL positively influences EP and HP while negatively influencing OP. HP positively influences EP, whereas OP negatively influences EP. The mediation results reveal an asymmetrical pattern, with a significant pathway through HP but not through OP.

Discussion

Empirical evidence from this study indicates that empowering leadership is significantly associated with employee performance, both directly and through work passion mechanisms. Specifically, empowering leadership exerts a positive, statistically significant direct impact on performance (β = 0.293, T = 2.102, p = 0.036). This finding indicates that when leaders grant authority, promote participatory decision-making, and offer structural support, employees tend to execute their responsibilities more effectively. These outcomes align with Social Exchange Theory, which posits that organizational trust and autonomy are reciprocated through enhanced effort and accountability. Furthermore, these findings corroborate prior research by AlMazrouei (2023) and Wei et al. (2023), confirming that empowering leadership is positively associated with employee performance by cultivating autonomy and innovation.

Harmonious passion develops when individuals internalize their work autonomously and perceive it as compatible with other aspects of life (Rehan et al., 2026). Responses to the open-ended questions further support this finding, as many respondents emphasized that opportunities for continuous learning, supportive leadership, constructive feedback, and decision-making autonomy increased their enthusiasm for work. These findings are in line with Peethambaran & Naim (2023), who reported that empowering leadership facilitates the development of harmonious passion and promotes employees' psychological well-being.

Furthermore, harmonious passion positively influenced employee performance (β = 0.414, T = 3.774, p < 0.001). Employees who enjoy their work and perceive it as meaningful tend to exhibit greater persistence, creativity, and work quality. The open-ended responses reveal that employees become more motivated when they are given opportunities to learn, face new challenges, and receive recognition for their contributions. Such conditions strengthen intrinsic motivation, allowing employees to remain committed without experiencing excessive work-related pressure. This finding supports the Dualistic Model of Passion. It aligns with previous studies by Li et al. (2020) and Sypniewska et al. (2026), which demonstrate that harmonious passion is positively associated with sustainable employee performance and psychological well-being.

Interestingly, the results reveal that Empowering Leadership has a significant negative effect on Obsessive Passion (β = −0.393, T = 4.117, p < 0.001). Although the

proposed hypothesis predicted a positive relationship, the empirical findings indicate a statistically significant relationship in the opposite direction. Therefore, the hypothesis that Empowering Leadership positively affects Obsessive Passion is not supported. Instead, the finding indicates that higher levels of empowering leadership are associated with lower levels of obsessive passion. This suggests that empowering leaders may be associated with a reduced tendency among employees to become excessively attached to their work. Rather than pressuring employees to overperform, empowering leadership appears associated with healthier work attitudes when employees receive autonomy, adequate guidance, and psychological support. The qualitative findings reinforce this result, as respondents reported that heavy workloads, emotional pressure, and perfectionism were the primary sources of obsessive passion.

In contrast, supportive leadership, clear communication, and balanced workloads were perceived as conditions that helped reduce these pressures. This finding aligns with Self-Determination Theory, which explains that satisfying employees' needs for autonomy and competence encourages autonomous motivation rather than controlled motivation. The findings are consistent with, yet also differ from, those reported by Peethambaran and Naim (2023), suggesting that contextual factors, particularly organizational culture and the characteristics of the banking work environment, may shape the relationship between empowering leadership and obsessive passion.

The findings further indicate that Obsessive Passion negatively affects Employee Performance ($\beta = -0.221$, $T = 2.012$, $p = 0.044$). Employees with obsessive passion tend to become emotionally attached to their work in an unhealthy way, making them more vulnerable to stress, emotional exhaustion, and burnout, which are negatively associated with performance. Responses from the open-ended questionnaire reveal that excessive workload, constant pressure to achieve perfect results, and difficulty maintaining work-life balance are major contributors to obsessive passion. These results are consistent with the Dualistic Model of Passion and the Job Demands–Resources (JD-R) Model, which suggest that excessive job demands without sufficient resources are associated with strain and decreased performance. The results are consistent with Schellenberg et al. (2022), who reported that obsessive passion negatively affects employee performance, particularly over the long term. However, because this study uses a cross-sectional design, these findings should be interpreted as statistical associations rather than evidence that obsessive passion directly causes burnout or reduced performance.

Finally, the mediation analysis shows that Harmonious Passion significantly mediates the relationship between Empowering Leadership and Employee Performance ($\beta = 0.180$, $p = 0.019$; VAF = 32.1%), indicating partial mediation. In contrast, the indirect effect through Obsessive Passion is not significant ($\beta = 0.087$, $p = 0.072$). Thus, the two forms of passion represent asymmetrical mediating pathways. In contrast, Obsessive Passion does not significantly mediate this relationship ($\beta = 0.087$, $T = 1.802$, $p = 0.072$). This difference represents an asymmetrical mediation pattern: the two forms of passion do not function in the same way as psychological pathways linking empowering leadership with employee performance. The significant indirect relationship between Empowering Leadership and Employee Performance through Harmonious Passion suggests that empowering leadership is associated with higher employee performance partly through harmonious passion, which reflects autonomous internalization, voluntary engagement, and a more balanced involvement in work. By contrast, the indirect relationship between Empowering Leadership and Employee Performance through Obsessive Passion lacks sufficient statistical support, even though the direct relationships

between Empowering Leadership and Obsessive Passion (β = −0.393) and between Obsessive Passion and Employee Performance (β = −0.221) are both statistically significant. The positive indirect coefficient (β = 0.087) results from multiplying these two negative path coefficients, but its p-value of 0.072 indicates that the combined indirect relationship is not statistically significant. Thus, the findings should not be interpreted as evidence that Obsessive Passion mediates the relationship between Empowering Leadership and Employee Performance. Rather, they suggest that empowering leadership is more clearly associated with employee performance through the adaptive pathway of harmonious passion. In contrast, it does not form a statistically supported mediating pathway with obsessive passion. From a practical perspective, organizations should strengthen empowering leadership practices by promoting continuous learning, open communication, constructive feedback, and employee autonomy, as these practices may foster harmonious passion while being associated with lower obsessive passion, thereby supporting employee performance.

Theoretically, this study contributes to the literature on empowering leadership and employee performance by extending Social Exchange Theory, the Dualistic Model of Passion, and Self-Determination Theory to the banking context. The findings provide empirical evidence that harmonious passion and obsessive passion represent distinct psychological mechanisms rather than equivalent mediating pathways. In particular, the significant mediating role of harmonious passion, contrasted with the insignificant mediation of obsessive passion, highlights the asymmetrical nature of the relationship between empowering leadership and employee performance. Furthermore, the negative relationship between empowering leadership and obsessive passion provides additional insight into how autonomy, trust, and organizational support may be associated with healthier forms of work involvement. From a practical perspective, the findings suggest that organizations, particularly those operating in the banking sector, should implement empowering leadership practices through greater employee autonomy, participatory decision-making, constructive feedback, continuous learning opportunities, and adequate managerial support. Managers should also address excessive workloads, emotional pressure, and perfectionist expectations that may contribute to obsessive passion. By fostering harmonious passion while addressing conditions linked to obsessive passion, organizations can build a more supportive work environment and strengthen sustainable employee performance.

CONCLUSION

This study concludes that empowering leadership is positively associated with employee performance and harmonious passion, while negatively associated with obsessive passion. Furthermore, harmonious passion positively influences employee performance, whereas obsessive passion is negatively related to performance. The mediation analysis reveals an asymmetrical pattern: harmonious passion significantly mediates the relationship between empowering leadership and employee performance, whereas obsessive passion does not show a statistically significant mediating effect. These findings contribute to the literature by extending Social Exchange Theory, Self-Determination Theory, and the Dualistic Model of Passion, highlighting the distinct psychological pathways through which empowering leadership relates to employee performance, particularly in the banking sector. From a managerial perspective, banking organizations should strengthen empowering leadership through employee autonomy, participatory decision-making, continuous learning opportunities, constructive feedback,

and supportive communication to foster harmonious passion and enhance employee performance. Managers should also address excessive workloads and work-related pressures to minimize conditions associated with obsessive passion. Nevertheless, this study has limitations related to its cross-sectional design, single-branch research setting, and reliance on self-reported data, which may constrain the generalizability of the findings and increase the potential for common method bias. Future research should use longitudinal or mixed-methods approaches, include employees from diverse organizational settings, and examine additional contextual factors, including organizational culture, job autonomy, work–life balance, and perceived organizational support, to better understand the mechanisms linking empowering leadership, work passion, and employee performance.

ACKNOWLEDGEMENT

The authors wish to convey their heartfelt appreciation to the administration and employees of Bank BRI Palopo Branch for their participation and cooperation throughout the data collection process. The authors also thank the academic supervisors and reviewers for their valuable feedback and constructive suggestions, which helped improve this manuscript. Finally, are extend heartfelt thanks to all parties whose support and reassurance played a key role in the successful completion of this research.

CONFLICTS OF INTEREST

The authors declare no known financial interests or personal relationships that could have influenced the work reported in this article.

USE OF ARTIFICIAL INTELLIGENCE (AI)-ASSISTED TECHNOLOGY

While preparing this version of the manuscript, the authors used Claude (Anthropic) to help adapt the manuscript to the journal template. The authors reviewed and edited all AI-assisted output and take full responsibility for this publication's content, data, analysis, and conclusions.

REFERENCES

Ahearne, M., Mathieu, J., & Rapp, A. (2005). To Empower or Not to Empower Your Sales Force? An Empirical Examination of the Influence of Leadership Empowerment Behavior on Customer Satisfaction and Performance. *Journal of Applied Psychology*, 90(5), 945–955. https://doi.org/10.1037/0021-9010.90.5.945

Ali, S. A., Alaghbari, M. A., & Al Astal, A. Y. M. (2024). Burnout and Its Impact on Employee Performance: A Comprehensive Systematic Review. In *Studies in Systems, Decision and Control* (pp. 543–551). Springer. https://doi.org/10.1007/978-3-031-70399-7_41

AlMazrouei, H. (2023). Empowerment Leadership as a Predictor of Expatriates' Job Performance and Creative Work Involvement. *International Journal of Organizational Analysis*, 31(3), 837–874. https://doi.org/10.1108/IJOA-05-2021-2769

Alwali, J., & Alwali, W. (2025). Transformational Leadership and Moral Norms: Green Human Resource Management and Behaviour. *Management Decision*, 63(5), 1417–1442. https://doi.org/10.1108/MD-09-2023-1682

Baumeister, S. E., Kocher, T., Papapanou, P. N., Holtfreter, B., & Demmer, R. T. (2026). Cross-Sectional Studies: Strengths, Limitations, and Methodological Considerations. *Journal of Periodontal Research*, 61, 749–760. https://doi.org/10.1111/jre.70063

Blau, P. M. (1964). *Exchange and Power in Social Life*. John Wiley & Sons.

Chen, N., Chen, L., Kang, Y., & Zhou, Y. (2024). The Curvilinear Relationship Between Empowering Leadership and Team Performance: A Self-Regulatory Perspective. *Journal of Management & Organization*, 55(4). https://doi.org/10.1177/10464964241231570

Cheng, P., Zhou, L., Liu, T., & Ge, N. (2025). Empowering Leadership and Frontline Employees' Emotional Labor: The Mediation Effects of Job Passion. *Frontiers in Psychology*, 16, Article 1437736. https://doi.org/10.3389/fpsyg.2025.1437736

Cheyroux, P., Morin, A. J., Colombat, P., & Gillet, N. (2025). Nature, Predictors, and Outcomes of Nurses' Trajectories of Harmonious and Obsessive Passion. *Applied Psychology*, 74(1), Article e12587. https://doi.org/10.1111/apps.12587

Fardiansyah, I. E., Jumady, E., & Djaharuddin, D. (2025). Leadership and Organizational Commitment in Improving Employee Performance: The Role of Job Satisfaction as a Mediator. *Golden Ratio of Human Resource Management*, 5(1), 221–231. https://doi.org/10.52970/grhrm.v5i1.862

Figueiredo, R. G., Patino, C. M., & Ferreira, J. C. (2025). Cross-Sectional Studies: Understanding Applications, Methodological Issues, and Valuable Insights. *Jornal Brasileiro de Pneumologia*, 51(1), Article e20250047. https://doi.org/10.36416/1806-3756/e20250047

Gul, H., & Ghani, U. (2026). The Paradoxical Effect of Empowering Leadership on Innovative Work Behavior: Roles of Power Distance and Work Passion in Services. *Journal of Organizational Effectiveness: People and Performance*, 13(1), 206–229. https://doi.org/10.1108/JOEPP-05-2024-0204

Handayani, M. A., Trihandayani, Z., & Cahyani, E. (2026). The Influence of Transformational Leadership and Empowering Leadership on Job Satisfaction and Employee Performance in the Digital Era. *MOTIVASI: Jurnal Manajemen dan Bisnis*, 1(1), 33–45. https://doi.org/10.32502/mti.v11i1.1402

Huu, P. T., An, N. T., & Trung, N. N. (2026). Exploring the Role of Organizational Effectiveness: A Systematic Review of Competencies and Capabilities in Staff and Management. *Computational and Mathematical Organization Theory*, 32(1), Article 2. https://doi.org/10.1007/s10588-025-09417-1

Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2007). *Organizational Behavior and Management* (7th ed.). Erlangga.

Kim, M., & Beehr, T. A. (2022). Empowering Leadership Improves Employees' Positive Psychological States to Result in More Favorable Behaviors. *The International Journal of Human Resource Management*, 34(10), 2002–2038. https://doi.org/10.1080/09585192.2022.2054281

Lajom, J. A. L., Amarnani, R. K., Restubog, S. L. D., Bordia, P., & Tang, R. L. (2018). Dualistic Passion for Work and Its Impact on Career Outcomes: Scale Validation and Nomological Network. *Journal of Career Assessment*, 26(4), 631–648. https://doi.org/10.1177/1069072717723096

Li, J., Zhang, J., Shao, B., & Chen, C. (2020). A Latent Profile Analysis of Work Passion: Structure, Antecedent, and Outcomes. *Personnel Review*, 49(3), 846–863. https://doi.org/10.1108/PR-04-2019-0145

Li, Y., & Li, Y. (2025). Enhancing Pro-Environmental Behavior Through Green HRM: Mediating Roles of Green Mindfulness and Knowledge Sharing for Sustainable Outcomes. *Sustainability*, 17(6), Article 2411. https://doi.org/10.3390/su17062411

López-Cabarcos, M. Á., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2022). An Approach to Employees' Job Performance Through Work Environmental Variables and Leadership Behaviours. *Journal of Business Research*, 140, 361–369. https://doi.org/10.1016/j.jbusres.2021.11.006

Lu, F. (2026). The Algorithmic Management Paradox: A Structured Integrative Review of Perceived Autonomy on Performance in Digital Workplaces. *Frontiers in Psychology*, 17, Article 1829522. https://doi.org/10.3389/fpsyg.2026.1829522

Madaan, K., Jain, D., & Sharma, H. (2025). Does Paradoxical Leadership Predict Employee Job Performance in Hospitality? A Sequential Mediation of Harmonious Work Passion and Innovative Work Behavior. *Journal of Hospitality and Tourism Insights*, 8(4), 1458–1477. https://doi.org/10.1108/JHTI-05-2024-0411

Modise, J. M. (2023). The Impacts of Employee Workplace Empowerment, Effective Commitment and Performance: An Organizational Systematic Review. *International Journal of Innovative Science and Research Technology*, 8(7), 3435–3457.

O'Donoghue, D., & Van Der Werff, L. (2022). Empowering Leadership: Balancing Self-Determination and Accountability for Motivation. *Personnel Review*, 51(4), 1205–1220. https://doi.org/10.1108/PR-11-2019-0619

Peethambaran, M., & Naim, M. F. (2023). Connecting the Dots: Linking Empowering Leadership, Employee Work Passion, and Flourishing-at-Work. *Industrial and Commercial Training*, 55(4), 544–557. https://doi.org/10.1108/ICT-10-2022-0079

Piao, J., & Hahn, J. (2025). How Empowering Leadership Drives Proactivity in the Chinese IT Industry: Mediation Through Team Job Crafting and Psychological Safety With ICT Knowledge as a Moderator. *Behavioral Sciences*, 15(5), Article 609. https://doi.org/10.3390/bs15050609

Rahayu, S. T., Mansyur, & Ismail, I. (2024). Pengaruh Kinerja Karyawan terhadap Suksesnya Suatu Perusahaan. *Jurnal Media Akademik (JMA)*, 2(12). https://doi.org/10.62281/v2i12.1090

Rehan, M., Nazir, M. U., & Malik, S. A. (2026). From Spirit to Strategy: Unpacking the Role of Intrinsic Motivation and Harmonious Work Passion in Intrapreneurial Behavior. *Human Systems Management*, Article 01672533261456015. https://doi.org/10.1177/01672533261456015

Sabol, M., Hair, J., Cepeda, G., Roldán, J. L., & Chong, A. Y. L. (2023). PLS-SEM in Information Systems: Seizing the Opportunity and Marching Ahead Full Speed to Adopt Methodological Updates. *Industrial Management & Data Systems*, 123(12), 2997–3017. https://doi.org/10.1108/IMDS-07-2023-0429

Schellenberg, B. J. I., Gaudreau, P., & Bailis, D. S. (2022). Lay Theories of Obsessive Passion and Performance: It All Depends on the Bottom Line. *Personality and Individual Differences*, 190, Article 111528. https://doi.org/10.1016/j.paid.2022.111528

Slil, E., Iyiola, K., Alzubi, A., & Aljuhmani, H. Y. (2025). Impact of Safety Leadership and Employee Morale on Safety Performance: The Moderating Role of Harmonious Safety Passion. *Buildings*, 15(2), Article 186. https://doi.org/10.3390/buildings15020186

Sulistiawan, J., Moslehpour, M., & Lin, P.-K. (2022). Linking Passion for Work and Emotional Exhaustion in Indonesian Firefighters: The Role of Work-Family Conflict. *International Journal of Environmental Research and Public Health*, 19(22), Article 14629. https://doi.org/10.3390/ijerph192214629

Susanto, A., Kurniawati, M. P. U., Zahrah, C. A., & Agung, D. (2022). Pengaruh Efek Mediasi Pemberdayaan Psikologis terhadap Gaya Kepemimpinan dan Kinerja pada Karyawan Bank BUMN. *Bina Ekonomi*, 26(2), 167–185. https://doi.org/10.26593/be.v26i1.5538.76-94

Sypniewska, B. A., Baran, M., & Jagodziński, A. (2026). *Job Satisfaction and Sustainable Employee Development: Engagement, Well-Being, and Passion*. Taylor & Francis. https://doi.org/10.4324/9781003609735

Tariq, M. U. (2026). Influence of Leadership Styles on Passion-Cultivating Purpose-Driven Leadership. In *The Purpose of Passion in Leadership* (pp. 237–262). IGI Global Scientific Publishing. https://doi.org/10.4018/979-8-3373-2404-3.ch009

Wei, H., Chen, J., Chudhery, M. A. Z., & Fang, W. (2023). Empirically Investigating the Organizational Identity Mechanism of Empowering Leadership Affecting the Innovation Performance of Knowledge Workers. *Kybernetes*, 53(12), 5155–5174. https://doi.org/10.1108/K-10-2022-1429

Xu, Y., & Zhang, M. (2022). The Study of the Impact of Empowering Leadership on Adaptive Performance of Faculties Based on Chain Mediating Adaptability Performance of College. *Frontiers in Psychology*, 13, Article 938951. https://doi.org/10.3389/fpsyg.2022.938951

Ye, L., Li, Y., & Zhang, N. (2025). The Impact of Autonomy-Supportive Organizational Environments on Employees' Emotions and Creative Performance: A Self-Determination Theory Perspective. *PLOS ONE*, 20(5), Article e0322184. https://doi.org/10.1371/journal.pone.0322184

Yikilmaz, I., Surucu, L., Maslakci, A., & Cetinkaya, B. (2025). Corporate Social Responsibility as a Driver of Business Innovation: The Mediating Role of Corporate Reputation on Employee Performance in the Hospitality Sector. *Systems*, 13(6), Article 475. https://doi.org/10.3390/systems13060475

Zito, M., Emanuel, F., Bertola, L., Russo, V., & Colombo, L. (2022). Passion and Flow at Work for the Reduction of Exhaustion at Work in Nursing Staff. *SAGE Open*, 12(2), 1–10. https://doi.org/10.1177/21582440221095009