

The Impact of Supervisor's Emotional Intelligence and Personality on Employee Job Anxiety with the Mediating Effect of Job Resources

Emotional
Intelligence

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Abstract

This study measures the impact of supervisor emotional intelligence and supervisor personality on employee job anxiety with the mediating effect of job resources. Conservation of resource theory has been used to highlight the relationship between job resources and employee job anxiety. The study is based on machine operators of apparel companies in Sri Lanka and data has been collected from 218 sample of machine operators from the selected companies in apparel industry. The findings of the study have suggested that supervisor emotional intelligence and supervisor personality negatively impact on employee job anxiety by suggesting that supervisor is vital factor in determining employee job anxiety within organization. Further results highlight the negative mediating effect of job resources between the impact of supervisor emotional intelligence and employee job anxiety and supervisor personality and employee job anxiety. As mentioned in the conservation of resource theory the findings of the study suggest that job resources negatively impact on employee job anxiety.

Keywords: Employee job anxiety, Supervisor emotional intelligence, Supervisor personality, Job resources



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Introduction

Mental disorders have been gained more attention in both occupational and clinical psychology and many research have been carried out in relation to the mental disorders such as stress, anxiety, burnout and depression within organizations (Muschalla, 2008). Hence, with the importance of overcoming such mental disorders at workplace, many business leaders have been given their attention to provide necessary support for their employees to improve their wellbeing. Therefore, there is an open debate in relation to this aspect in the present business environment. Mental disorders can include different types of symptoms and disabilities such as obsessive compulsive disorders and common mental health issues. Common mental health issues include anxiety and depression (Sinclair and O'Regan, 2007).

Workplace related anxiety among employees can be occurred due to various factors within organization such as high demands, competition between colleagues, insufficiency feelings and surveillance and punishments through supervisors. According to the Muschalla (2008), workplace structure and work within the organization are considered as anxiety provoking factors and with that special attention has been given to the connection between workplace and anxiety of employees. Hence, more attention has been given to the workplace related mental disorders in modern societies (Sperry et al., 1994; Mezerai et al., 2006; Ames, 1996). Therefore, conduction of systematic research in relation to the workplace anxiety is a must.

Researchers and practitioners have been given attention to the supervisor support within organization in relation to development of employee wellbeing. According to the existing research findings support of the supervisor that employees are receiving can impact on their anxiety, burnout, emotional exhaustion and depression levels directly or indirectly (Sinokki et al., 2010). Further existing literature has supported the idea that supervisors play a huge role in enhancement or reduction of employees' anxiety, depression, psychological strain and burnout (Beehr et al., 2003; Gibson et al., 2009; Gordon et al., 2019; Rana and Javed, 2019; Willems et al., 2012).

As per the findings of existing researches, it was identified that patients who are experiencing anxiety within workplaces have been experienced supervisor's mobbing. Further many employees have been experienced bullying from their supervisors and these employees had symptoms of either anxiety or depression (Bilgel et al., 2006). Further stimuli such as conflicts with supervisors can provoke job anxiety of employees (Thomas and Hynes, 2007). According to the existing literature it was found that supervisor emotional intelligence can impact on the level of employee anxiety and depression (Standfeld et al. 1999). Further significant number of literature has been available to support the relationship between employee job anxiety and supervisor personality. However, limited research has been conducted in relation to this relationship and specially in relation to employees who are working in entry level positions (Wells, 2017).

Despite the available evidence of literature related to the relationship between supervisor and employee job anxiety there are has been limited studies conducted in relation

to the supervisor emotional intelligence and employee job anxiety and supervisor personality and employee job anxiety. Most of the studies have been focuses on some of the indicators of emotional intelligence with employee job anxiety concept and has not been focuses on whole concept of emotional intelligence (Standsfeld et al. 1999; Cohen et al., 1985; Jonsdottir and Kristinsson, 2020; Mineyama et al., 2007; Kristinsson et al., 2019; Lee and Ashton, 2005).

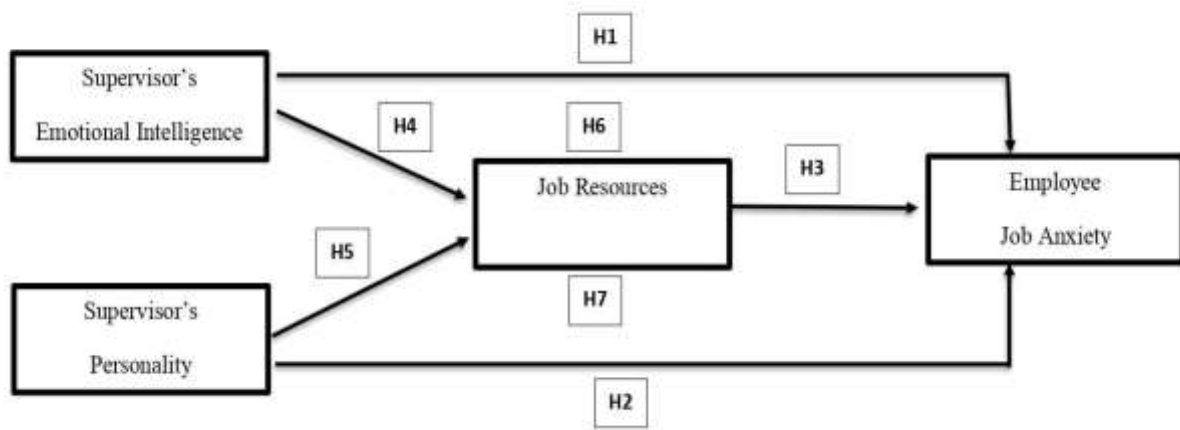
According to the conservation of resource theory by Hobfoll (1989), job resources can impact on employee job anxiety within organization. Resource loss can create anxiety, anger, depression and also can impact on work functioning and physical health of individuals (Hobfoll et al., 1990). Many studies have been available in proving the negative relationship between job resources and job anxiety (Hobfoll, 1989; Sorensen *et al.*, 2021; Smith and Freedy, 2000; Liu *et al.*, 2018; Berberoglu, 2018).

Moreover, according to the existing literature supervisor also play a role in provision of job resources and existing literatures suggested the relationship between some of the indicators of supervisor emotional intelligence and personality in creation of job resources (Miao *et al.*, 2020; Goleman, 1995; Bakker *et al.*, 2007; Riaz *et al.*, 2018; Wong and Law, 2004; Mayer *et al.*, 2007; Hoogh *et al.*, 2011). However, measurement of whole concepts of supervisor emotional intelligence and personality with employee job anxiety with the mediating effect of job resources is a lacking area with existing empirical findings. Hence this study has been carried out to address that gap in literature by focusing on machine operators of selected apparel companies in Sri Lanka and this study provides following contributions to the existing literature. Limited examination of comprehensive constructs of supervisor emotional intelligence and personality in regards to employee mental health (Spring Health, 2025). Limited research into the mediating mechanisms on job resources within the relationship between the attributes of a supervisor and the mental health of employees, mainly among entry-level employees (National Alliance on Mental Illness, 2025). There is a need for longitudinal and intervention-based studies testing the efficacy of organizational mental health frameworks and technological solutions (Columbia University, 2025). Lack of attention to the mental health status of frontline and entry-level workers regarding supervisor support and organizational resources.

First it studies about the relationship between supervisor emotional intelligence and employee job anxiety where most of the existing literature focuses on indicators of emotional intelligence separately such as the relationship between supervisor empathy and employee job anxiety, supervisor self-awareness and employee job anxiety etc. Hence, this study contributes to literature by measuring supervisors' emotional intelligence has a whole concept with employee job anxiety. Second this study measures direct relationship between job resources and supervisor emotional intelligence and personality. This also add to the existing literature since whole concept of emotional intelligence and personality of supervisors has not been measured with job resources in existing literature. Finally mediating relationship of job resources between supervisor emotional intelligence, supervisor personality and employee job anxiety has been measured by adding a new model to the exiting literature. Hence, the research problem of this study is whether there is an

impact of supervisor emotional intelligence, supervisor personality on employee job anxiety with the mediating effect of job resources.

Figure 01: Conceptual Model



Source: Researchers' construction

Theoretical background and hypothesis development

Job anxiety

According to Muschalla (2008), job anxiety refers to “posttraumatic reactions resulting from a traumatic event at the workplace, situational fears at the workplace including panic-like physiological symptoms, workplace-related social phobias, workplace-related hypochondriac fears, workplace-related anxiety of insufficiency, workplace-related worrying”. Further these anxieties can have emotional, psychological, cognitive, or behavioral reactions which are known as different levels which anxieties can be manifest. Workplace anxiety can include different types such as posttraumatic stress, workplace related panic reactions, situational fears, workplace phobia and generalized anxiety (Muschalla, 2008). As per the study of Linden & Muschalla (2007), these different qualities of anxiety related to the workplace has been studies and they have found out about the possibility of distinguishing those different qualities of anxiety within workplace. These mentioned different workplace related anxieties can be appearing in different ways within organization.

Supervisor emotional intelligence

Emotional intelligence means ability to understand our own emotions and emotions of others and ability to cope up with such emotions and surroundings in order to deal with demands of environment (Goleman, 1998). Emotional intelligence is an important concept for business leaders since it allows them to understand emotions and behaviours of them and others (Boyatzis and Soler, 2012). Whether the supervisor is success or not within the organization depend more on emotional intelligence than intellectual intelligence (Sadri, 2012). Supervisors can adapt socially and able to navigate people when they are emotionally

intelligent (Colfax et al., 2010). Further, one of the best drivers for supervisors' leadership skills and personal excellence is emotional intelligence and this also helps in achieving organizational performance (Bradberry and Greaves, 2009). According to the Goleman (1998), supervisors who are emotionally intelligence have the ability to manage relationships properly. These people who manage employees emotionally are very beneficial to the workplace since they can control their feelings and distinguish feelings of others and treat accordingly.

Supervisor personality

Personality can be defined in two ways such as person's view about themselves which identified as identity and other peoples' view about that person which is known as reputation (Hogan & Kaiser, 2005). Personality includes five dimensions which are conscientiousness, openness, extraversion, agreeableness and neuroticism according to the big five personality model (Goldberg, 1993). Agreeableness refers the qualities of kindness and helpfulness and people who are sociable and cooperative. Further they can handle their angry feelings (Jensen-Campbell et al., 1996). Neuroticism refers the emotional instability which means feeling of disruptive emotions (Costa and McCrae, 1992). The qualities of organized and hardworking is known as conscientiousness and the person with this trait tends to be a goal oriented person (O'Neill et al., 2011). Being assertive and social is known as extraversion and the individuals are enthusiastic people since they always have positive emotions. Thus, these kinds of people are more suitable for supervisory positions (Judge et al., 2002). Finally, openness means the people who preferred to experience new things and provides new ideas (Costa and McCrae, 1992). Ineffective supervisors' leadership can be failure which creates negative consequence to the organization and such kind of failure can have caused by the problematic personality of supervisors (Hogan and Hogan, 2001). Further according to the Hogan and Kaiser (2005), supervisor's personality impact on employees as well.

Job resources

Job Resources means the social, psychological, physical and organizational aspects of job which helps in achieving work goals, helps in reducing job demands and related with psychological or physiological costs and provides personal development and growth (Demerouti and Bakker, 2014). Job resources includes supportive organizational climate and job control (Anne, 2007). Apart from that job resources includes factors such as feedback, autonomy and task significance (Hackman and Oldham, 1980). As per the job demand resource model job resources generates intrinsic and extrinsic motivation. In relation to intrinsic motivation through job resources it can provide needs of relatedness, autonomy and competence (Ryan and Deci, 1985). Further according to Demerouti and Bakker (2014), job resources consists with factors such as autonomy, supervisor support, supervisor feedback and skill development. Organizations are providing such financial and non-financial job resources and this help in improving employee performance and to achieve organizational goals.

Conservation of resources theory

Conservation of resource theory suggests that people can be feel threatened when they encounter an actual or potential loss of resources (Hobfoll, 1989). Apart from that lack of resource gain through an investment of resources can impact on creation of stress reaction in individuals. The central principle of the conservation of resource theory is that resource loss and gain can accumulate in cycles and when a person has faced loss of resources, loss cycle will be developed due to the fact that they can't access to the resources. Hence, due to this it will create more resources losses since they are having less resources to offset losses (Hobfoll, 1989). Health related issues are related with loss of resources and gain of resources according to the conservation of resource theory. Many studies have been used conservation of resource theory to study about occupational mental health issues (Lee & Ashforth, 1996; Halbesleben, 2010; Zijlstra et al., 2014). This theory explains the relationship between job resources and employee job strains including anxiety. Hence this study used this theory to indicate the relationship between job resources and employee job anxiety. In this study it has used an existing scale to measure job resources. That scale has only included supervisor support under job resources. Hence only supervisor support will be considered under job resources.

Supervisor emotional intelligence and employee job anxiety

There is a positive association between employee's emotional outcomes which includes positive wellbeing and supervisor emotional management and emotional intelligence. Supervisors who are having negative emotions such as anger and anxiety can work in a abusive manner towards their employees and it can impact on creating employee job anxiety (Mary et al., 2014). Apart from that social support of supervisors can impact on reducing employee job anxiety (Standfeld et al., 1999). Social support means supervisors' listening, empathy, trust and provision of advices. Hence, this is an important predictor of employee job anxiety (Jonsdottir and Kristinsson, 2020). According to the existing literature supervisors with empathetic listing and open communication can reduce employee job anxiety (Mineyama et al., 2007). Further supervisors who have less self-awareness can be destructive and it creates employee wellbeing related issues such as depression and anxiety (Da Fonseca, 2020). The mentioned aspects are considered as dimensions of emotional intelligence according to the Goleman (1998), theory of emotional intelligence.

According to the Bar-On (1997), one of the dimensions of emotional intelligence is interpersonal component and this includes subcomponent of interpersonal relationship. According to the Schaufeli & Enzmann (1998), a supervisor who is having high quality relationship and proving a good support to their employees can prevent wellbeing related issues. Further if supervisors also having stress, anxiety at work this can be influenced to employees through their interpersonal relationship. However as suggested by Selye (1976), having good relationship between employees and supervisors is a key determinant of good health of employees. Further if the relationship between the supervisor and employee is a psychologically unhealthy one it can create mental health related illnesses and symptoms (Cooper & Payne, 1991).

The supervisors who are having self-awareness and self-regulation is considered as authentic supervisors who are aware about their impact to others and about their own strengths and weaknesses. These types of supervisors present their true self and share information openly

with others (Garnder et al., 2005). In some research it is shown that this type of leadership is related with low mental health related issues and symptoms among employees (Laschinger & Fida, 2014). Further according to the Goleman (1998), emotional intelligence includes a dimension called social skills and this includes conflict management. According to the Vincent et al. (2022), conflict management means extent to which supervisors are playing an active role in solving conflicts and able to consider interests of people who involved in the situation. The study of Chan et al. (2008), has been identified the relationship between supervisor conflict management ability and employee strain prevention. Further it was found that employees' mental health related issues reported to be low when the conflicts within the workplace have been solved through discussion by supervisors with compared to the employees' who reported regarding no attempt were taken to solve conflicts (Hyde et al., 2006). Further the study of Way et al. (2014), stated that conflict management ability of supervisor's lead to low level of psychological distress including anxiety and depression as well as sleep related problems among employees.

H1: Supervisor emotional intelligence negatively impacts on employee job anxiety.

Supervisor personality and employee job anxiety

The relationship type among the organization's employees and the immediate supervisor is considered as unique and extremely significant (Fiedler, 1964). According to the study of Sutton (2010), 65% to 75% employees have mentioned that in their job the worst and most stressful aspect is their supervisor or the leader. The study of Mathieu et al. (2014), has also indicates that high level of psychopathy traits of supervisor's impact on employee job anxiety, depression and loss of confidence. Further according to the Wells (2017), supervisors who are less sincere in terms of personality has created high anxiety levels among employees.

The people who are having less agreeableness can't regulate their aggressive responses and they are giving low concentration to other people welfare (Costa & McCrae, 1992). The supervisors who have these types of personality are ridiculing employees in front of other and blame employees to cover their own mistakes. However, when the supervisor is high in agreeableness then he/she will create a work environment where fair treatment is highly valued and such people will not have abusive supervision (Mayer et al, 2007). Further according to the Tepper (2007), "supervisors who are low in agreeableness should be relatively unconcerned about the effects their behavior may have on the quality of relationships with subordinates and should therefore be more likely to behave abusively toward subordinates compared to supervisors who are higher in agreeableness." When supervisors have extravert personality, they tend to be more friendly and warm during their interactions with employees (Costa & McCrae, 1992). However according to the Bono et al. (2002), these supervisors tend to develop conflictual relationship with employees, and they have bold communication with others. According to the Schyns & Schilling (2013), abusive supervision impact on creating employee exhaustion, anxiety and depression which lowered their wellbeing.

The supervisors who are conscientiousness more oriented towards achieving goals. Therefore, these supervisors try to manage employees and difficult to please them. Since they are more concern about goal achievement when employees have poor performance, they may behave in an abusive way and pressure to the employees to make sure that performance and objectives

have been achieved (Tepper et al. 2011). According to the Colbert and Witt (2009), even though the goal focused behavior can increase the employee satisfaction it can create some negative consequences for employees as well. for example, in the study of Perry et al. (2010), it has shown that goal focused leadership can create emotional exhaustion for some employees, and it can create negative impact to employee wellbeing. Further under conscientiousness personality supervisors may drive to achieve their personal goals and they may transmit those drive to employees as well. These supervisors may not be sensitive to demands put on employees and since they are more focus on achievement it can put excessive workload on employees (Robertson et al., 2014). Therefore, such behavior impact on employee anxiety level.

Supervisors who are high in neuroticism easily get irritated by others and they have bad coping responses. They may have higher level of stress and negative emotions (Judge et al., 2013). According to the Costa & McCrae (1992), “supervisors who are high in neuroticism experience greater anger, frustration, and impulsiveness compared with their low-neuroticism counterparts”. When it comes to the neuroticism it includes series of distinctive emotional and behavioral predispositions such as anxiety, anger and hostility, depression, and impulsiveness. When people have high neuroticism, they are experiencing negative emotions such as anxiety, depression, and hostility. Therefore, when supervisors are having low emotional stability which means high neuroticism, they experience negative emotions and may transmit those to their followers through interpersonal interactions (Arnold et al., 2017). Different research has linked supervisor hostility and anxiety, low commitment, and satisfaction of employees (Schaubroeck et al., 2007). Moreover, neuroticism can trigger different behaviors of supervisors, and this can create different pressures towards employees. According to Eysenck and Eysenck (1977), trait of impulsiveness has been subjected in many personality theories and in here people tend to act on urges rather than controlling them. When supervisors are having such impulsive personality, they behave hastily and tend to talk before thinking and act without deliberating (Dickman, 1990). Further according to the Robertson et al. (2014), when supervisors are experiencing anxiety or depression, they feel sadness and loneliness. Therefore, with such personality of supervisors it can trigger employee’s anxiety level as well. Further according to the study of Robertson et al. (2014), personality of supervisors’ can impact on employee mental health.

However, according to the findings of study of Wells (2017), it was found a positive relationship between supervisor personality and employee wellbeing where it has identified that employees who have good mental health along with no anxieties perceived their supervisors are having less humility and honesty. Hence this indicates the mix results of the relationship among these two constructs.

H2: Supervisor personality impacts on employee job anxiety

Job resources and employee job anxiety

Employee job anxiety can be occurred through the loss of job resources. This argument has been supported through the conservation of resource theory in this study. According to this theory it explains about work strain with the used of resource concept. Work strain can occur through the perceived and actual loss of job resources (Hobfoll, 1989). Work strains includes anxiety, depression, frustration, burnout and emotional exhaustion (Terry et al., 2014). According

to the Hobfoll (1990), resource loss can create anxiety. Further patients who have resources losses has anxiety. In here they have considered coping strategies, social support, self-efficacy as job resources and how those can impact on psychological distress. Psychological distress has been measured with depression and anxiety. As per the findings many of the sample has prone to anxiety and depression and it mainly due to resource losses. Hence, resource loss has a significant relationship with psychological health related issues (Smith and Freedy, 2000).

As per the study of Liu et al. (2018), low level of anxiety caused through high level of job control. Supportive organizational climate also impacts on reducing job anxiety level (Parker et al., 2003). Further lack of autonomy and lack of feedback of supervisors can also impact on employee freedom in making decisions and performing on their job. Employees may have to meet certain deadlines with time constraints and when they have to achieve those with strict guidelines and less freedom it can crate anxiety, stress or depression (Adil and Baig, 2018). Mainly if employees have not received feedback form supervisors and have insufficient control then they will have these consequences. Further as per the Sparr and Sonnentag (2008), high quality feedback will impact in reducing anxiety level of employees.

Further social support impact on job anxiety of employees (Terry et al., 2014). When an employee is having anxiety within organization, availability of social support can help in reducing anxiety. Further the study of Jayaratne et al. (1998), also indicates that supervisor support has a negative relationship with social worker's anxiety level in US. The study of Ozbay et al. (2007), also indicates the relationship between social support and job anxiety of employees. The high anxiety has been prevalent among the adolescents during the pandemic and it was found that they have received less social support from the organization (Qi et al., 2021).

H3: Job resources negatively impact on employee job anxiety

Supervisor emotional intelligence and job resources

Emotional intelligence and job resources has a positive relationship (Miao et al., 2020). Positive social relationship with supervisors is one of the key job resources (Bakker and Demerouti, 2007). Hence emotional intelligence of supervisors will play a major role in determining availability of such job resources within organization. According to the Goleman (1995), creation of good social interaction and maintenance of good relationships will be determined by emotional intelligence. Hence, emotionally intelligent supervisors will help in providing good social relationship with employees and this will generate one of the job resources.

Apart from that emotionally intelligence supervisors can understand their employees' feelings and emotions (Johnson and Spector, 2007). They can use their ability to regulate emotions to create good relationship with employees (Wong and Law, 2004). Therefore, this help employees to achieve job resources through their supervisors through their social exchanges and this will provide job resources such as job autonomy, feedback and supervisor support to the employees (Miao et al., 2017). Provision of supportive organizational climate also one of the job resources. When supervisors are emotionally intelligent they can drive the behaviour and mood of people of the organization (Giorgi, 2013). Further they can manage their own moods and has the ability to evaluation actions to guide the moods of the entire company (Ciarrochi et al., 2000).

Therefore, emotionally intelligent supervisor can create supportive and positive organizational climate (Goleman et al., 2002). Further according to the Momeni (2009), also it has mentioned that high level of emotional intelligence of supervisor can create better organizational climate. Hence, emotionally intelligent supervisor can create good organizational climate while low emotionally intelligent supervisor will create anxiety and fear related climate (Goleman et al., 2002).

H4: Supervisor emotional intelligence positively impacts on job resources

Supervisor personality and job resources

Supervisor personality can help to generate job resources within the organization. One of the personality traits is openness which indicates the qualities required to have in interpersonal interactions (Corr and Matthews, 2020). Further this can be identified as having open minded (Mededovic et al., 2019). The people who are having the trait of agreeableness are considered as modest and have tender mind. Further they have kindness and truthfulness (Einarsen et al., 2018). Supervisors who are low in agreeableness and introverted considered as engage in more bullying of their subordinates and not providing support as others. Hence, this impact on job resource called supervisor support within organization.

Further according to Bragg and Bowling (2018), when someone is having low neuroticism, high agreeableness and high conscientiousness that can impact negatively to their counterproductive work behaviour. Supervisors who are having low agreeableness may create high counterproductive work behaviours such as abusing their employees (Bourdage et al., 2018). On the other hand, when they have high agreeableness they can overcome behaviours of theft, violence, gossiping and damaging properties (Eschleman et al., 2020). Therefore, when supervisors have agreeableness they will provide good support to their employees (Matthews, 2020). Further supervisors are responsible in reviewing employee works to help them improve and they must train employees. Supervisors who are having conscientiousness can provide feedback to their employees to help in improving them (Saadullah et al., 2020). According to the Clack (2020), supervisors who are extroverted are better listeners and they tend to listen to other's opinions even though they are contrary to their opinions. They can create good communication with employees. Therefore, such kind of supervisors can help in creating supportive organizational climate. Further such extraverted supervisors are more supportive to their employees and supervisor support is one of the job resources. Supervisor personality can be impacted on the way that employees are receiving their feedback (Nikiforow, 2019). Supervisors who are openness and agreeableness also tend to be more supportive to their employees (Saadullah et al., 2020).

Further according to Matthews (2018), people who have extraverted traits are considered as more social and assertive. Such kind of people would like to ask questions and make jokes. Therefore, they are active people who are having positive emotions (Denissen et al., 2019). Hence, supervisors with such personality tend to provide frequent and positive feedback to employees. Apart from that employees who have conscientiousness trait also provides positive feedback to employees (Saadullah et al., 2020). Hence, this also fulfil one of the job resources within organization.

H5: Supervisor personality positively impacts on job resources

Supervisor emotional intelligence, job resources and employee job anxiety

Potential or actual loss of resources can be occurred through supervisors (Khan et al., 2015). Existing literature highlights that supervisors who are considered as bad tend to create job strains like anxiety, stress and depression. Further when employees are facing loss of resources they face with limited resources and difficulty in resisting bad supervisors. Hence, they can be faced with supervisor abuse and it may lead to more psychological strains. Hence, according to the conservation of resource theory it can build an argument of bad supervisors can be a threat to the loss of resources and it will impact on creation of psychological strains such as anxiety and depression among employees (Carlson et al., 2012; Harvey et al., 2007; Tepper, 2007). Further supervisors with bad behaviours tend to ignore their employees, insult them and sabotage and yell often (Bies and Tripp, 2005). Such behaviours can be occurred due to their personality type and emotionally intelligence level. According to the Hobman et al. (2009), abusive and bad supervisors can impact on employee job anxiety.

According to the existing literature leaders can provide job resources such as feedback, support and growth opportunities (Fernet et al., 2015; Bakker et al., 2007; Breevaart et al., 2013). As per the study of Schaufeli and Enzmann (1998), leadership can impact on job strains indirectly through job resources. Hence, leaders can help to reduce job strains of employees and specially the lower level leaders who has the direct contact with employees (Sargent and Terry, 2000). Hence, this study focuses on supervisors as the leaders and how they can impact on job strains such as anxiety.

Supervisors who have self-awareness has the foundation to develop their emotionally intelligence level (Bennis, 2009). Hence, supervisors can support and understand their employees with the awareness of their own emotions, strengths and can manage themselves well (Jacob et al., 2008). Further they will be able to identify their employees' anxiety, fears and uncertainty related to the changes of organization well. This helps to create good organizational climate (Foltin & Keller 2012). Hence, supervisors who are emotionally intelligence can help in provision of job resources to manage emotions and adapt to changes of the organization which result in reduction of anxieties.

H6: There is a negative mediating effect of job resources between supervisor emotional intelligence and employee job anxiety

Supervisor personality, job resources and employee job anxiety

According to Westman et al. (2004), supervisors with positive personality and mind set such as health awareness can help in creating positive organizational health climate. Such supervisors have health promoting personality and that help in employee mental health and wellbeing. Further supervisor with such personality can create supportive organizational climate, recognize job strains of employees and help in managing good wellbeing of employees to reduce job anxiety of them. Such supervisors are considered as empowering leaders and they tend to provide freedom to employees in decision making (Thun and Bakker, 2018). In that case

supervisors can help in reducing job anxieties of employees with the provision of job resources since autonomy and supportive leadership will help to identify employee perspectives and to encourage their initiatives (Reeve, 2015). Supervisors with friendly personality tend to provide autonomy to subordinates (Gilbert et al., 2017). This tends to reduce job strain such as anxiety of employees (Slemp et al., 2018).

H7: There is a negative mediating effect of job resources between supervisor personality and employee job anxiety.

Method

Sample and data collection procedures

Population of the study is machine operators in Sri Lanka. This study has used structural equation modelling as the analysis method and it is required have minimum sample as 200. Hence the study was aimed to collect data from selected 20 companies in apparel industry in Sri Lanka with the selection of 10 employees from each. Therefore, sample of the study is 200. Further it has used non probability sampling method due to the fact that population is large. Under the non-probability sampling it has selected convenience sampling method. Data collection has been done primarily with the use of a survey and it has used structured interviewer administered questionnaire since machine operators are the sample of the study and they have low literacy level with compared to other level employees. Questionnaire used to measure the constructs of the study which are employee job anxiety, supervisor emotional intelligence, personality and job resources. The questionnaire is a likert scale questionnaire which consists with 111 questions. Among the responses 22.7% responses were received from male respondents and 77.3% responses were received from female respondents.

Measures

Job anxiety has been measured with the scale developed by Muschalla et al. (2017). This consists with 70 items and 5 point likert scale. Respondents were asked to indicate their response with the range of absolutely agree to absolutely disagree for the given statements. In order to measure supervisor emotional intelligence questionnaire developed by Wong and Law (2004), has been used which consist with 16 items ranging from strongly agree to strongly disagree. Next supervisor personality has been measures by the questionnaire developed by Toplewska et al. (2014), and this questionnaire included 20 items with the range from very accurate to very inaccurate. Final construct of job resources has been measured by the scale developed by Torp and Grimsmo (2013), and it consists with 4 items ranging from absolutely agree to absolutely disagree.

The study has distributed 220 questionnaires and all the responses have been collected with no missing values. However, study has used only 218 responses for the final analysis after removing two outliers which has been found. Structural equation modelling (SEM) has used for the analysis. Multivariate assumptions have been measured and confirmatory factor analysis has been also conducted. After conducting reliability and validity of the study it has measured the fitness of the model. Finally, it has obtained final measurement and structural models.

Analysis and Results

Missing Value Analysis

This has been taken by univariate analysis and the univariate statistics which has been obtained presented in Table 1. As per the results there were no missing values.

Table 01: Assessment of Missing Values

<i>Univariate Analysis</i>					
Univariate Statistics					
	N	Mean	Std. Dev	Missing	
				Count	Percent
Emotional Intelligence	218	4.3033	0.60782	0	0
Personality	218	2.9509	0.47968	0	0
Job Anxiety	218	3.4014	0.93156	0	0
Job Resource	218	2.3291	1.10419	0	0

Source: Survey data

Identification of outliers

Outliers of the study has been find out through the box plot analysis. It has found 2 outliers from the collected responses. Hence only 218 responses have been used for the final analysis (See figure 02).

Normality

Kurtosis and Skewness has been used to measure the normality of the data set of the study. Values which has been obtained presented in Table 2. According to it kurtosis values are below 10 while skewness values are below 3. Hence, the data set indicates the normality (Kline, 2011). Histogram also has been obtained to measure the normality and it also indicates the normal distribution of values (See figure 03).

Table 02. Results of the Normality Test

Variable	Skewness	Kurtosis
Emotional Intelligence	-.242	.188
Personality	.409	-.913
Job anxiety	-.302	-1.011
Job Resources	.734	-.542

Source: Survey data

Multicollinearity

According to the structural equation model it assumes that independent variables do not have any relations (Civilek, 2018). Therefore, it has measured multicollinearity. When the tolerance value of variable is lower than 0.2 and VIF greater than 10, then it considered as a multicollinearity issue (Field, 2005). As per the results presented in table 3 VIF values are lower than 10 and tolerance values are greater than 0.2. Therefore, there is no multicollinearity issue in this data set.

Table 03. Multicollinearity Coefficients

Variable	Tolerance	VIF
Personality	0.659	1.517
Job Resources	0.770	1.299
Emotional Intelligence	0.716	1.396
Dependent Variable: Job Anxiety		

Source: Survey data

Structural Equation Modeling (SEM)

Hypotheses of the study has been measured by using structural equation modelling. First it has taken the measurement model of the study and fitness of the model has been measured through confirmatory factor analysis and goodness of fit indices such as CMIN/DF, AGFI, CGI, TLI, GFI and RMSEA. Next it has measured reliability and validity before generating final structure model to test hypotheses.

Confirmatory Factor Analysis (CFA)

Goodness of fit indices of both initial and final measurement models has been presented in table 4. Adequate fit has been indicated by most of the values. However, modification has been done based on the initial measurement model since regression weight of one is below 0.5. Final measurement model has been obtained after refinement of the initial model and factor loadings of final model shown in table 15.

Table 04. SEM GOF Indices for the Measurement Models

Index	Recommended Value	Initial Measurement Model	Final Measurement Model
CMIN/DF	Value between 1-3	2.442	2.154
GFI	Value > 0.8	0.849	0.885
AGFI	Value > 0.8	0.800	0.843
TLI	Value between 0-1	0.943	0.959
CFI	Value between 0-1	0.952	0.966
RMSEA	Value between 0.05-0.08	0.082	0.073

Source: Survey data

Reliability

Cronbach's Alpha has obtained to measure the reliability of constructs of the study and it has presented in table 5. All the values are above 0.7 and it indicates the reliability of the scales of the study (Civilek, 2018).

Table 05. Reliability Analysis

Constructs	Cronbach's Alpha	No of items
Job Anxiety	0.989	70
Emotional Intelligence	0.852	16
Personality	0.886	16
Job Resources	0.771	4

Source: Survey data

Validity

AVE values and factor loadings has been obtained to measure the convergent validity and it has been presented in table 6. AVE values are above 0.5 and factor loadings are above 0.5. composite reliability also higher than 0.7. This ensures the convergent validity (Civilek, 2018).

Table 06. Convergent Validity

Construct	Measurement	Factor Loading Min-Max	CR	AVE
Emotional intelligence	EI	0.535-0.839	0.874	0.496
Job anxiety	JA	0.920-0.983	0.988	0.935
Personality	P	0.563-0.904	0.948	0.646
Job resources	JR	0.539-0.812	0.620	0.466

Source: Survey data

Correlation coefficients of constructs and square root of AVE has been used to measure discriminant validity and it has presented in table 7. The results ensure the discriminant validity since AVE values are greater than correlation coefficients of constructs (Fornell and Larcker, 1981).

Table 07: Discriminant Validity

Construct	Measurement	EI	JA	JR	P
Emotional intelligence	EI	0.704			
Job anxiety	JA	-0.913	0.967		
Job resources	JR	0.461	0.581	0.682	
Personality	P	0.647	0.763	0.541	0.804

Source: Survey data

Hypothesis testing: direct relationships

Hypothesis 01 of the study is to measure the impact of supervisor emotional intelligence (EI) in employee job anxiety (JA). Table 8 has presented β -values and significance levels related to this hypothesis. According to it supervisor emotional intelligence negatively impacts on employee job anxiety ($\beta = -0.913$, $p < 0.010$). Therefore, hypothesis 01 is supported.

Table 08: Test Results for Hypothesis 01

Effect	Path	Hypothesis	β	p-value	Result
Direct	EI $\rightarrow$ JA	H1: Supervisor emotional intelligence negatively impacts on employee job anxiety	-0.913	0.010**	Supported

Note: **P<0.05

Source: Survey Data

Hypothesis 02 of the study is measures the relationship between supervisor personality (P) and employee job anxiety (JA). Literature review supported for both positive and negative impact of constructs. According to the results presented in table 9 it was indicated that supervisor personality negatively impacts on employee job anxiety ($\beta = -0.763$, $p < 0.010$).

Hence, hypothesis 02 also supported.

Table 09: Test Results for Hypothesis 02

Effect	Path	Hypothesis	β	p-value	Result
Direct	P $\rightarrow$ JA	H2: supervisor personality negatively impacts on employee job anxiety	-0.763	0.010**	Supported

Note: **P<0.05

Source: Survey Data

Hypothesis 03 measures the relationship between job resources (JR) and employee job anxiety (JA). Based on the conservation of theory existing literature suggests a negative impact. The results have been presented in table 10 and according to it job resources negatively impact on employee job anxiety ($\beta = -0.581$, $p < 0.010$).

Table 10: Test Results for Hypothesis 03

Effect	Path	Hypothesis	β	p-value	Result
Direct	JR $\rightarrow$ JA	H3: Job resources negatively impact on employee job anxiety	-0.581	0.010**	Supported

Note: **P<0.05

Source: Survey Data

The results of hypothesis 04 is presented in table 11 and according to it supervisor emotional intelligence positively impact on job resources ($\beta = 0.464$, $p < 0.010$). Thus this hypothesis also supported.

Table 11: Test Results for Hypothesis 04

Effect	Path	Hypothesis	β	p-value	Result
Direct	EI $\rightarrow$ JR	H4: supervisor emotional intelligence positively impact on job resources	0.464	0.010**	Supported

Note: **P<0.05

Source: Survey data

Results of hypothesis 05 has presented in table 12 and it indicates that supervisor personality positively impact on job resources ($\beta = 0.544$, $p < 0.010$).

Table 12: Test Results for Hypothesis 05

Effect	Path	Hypothesis	β	p-value	Result
Direct	P $\rightarrow$ JR	H5: Supervisor personality positively impact on job resources	0.544	0.010**	Supported

Note: **P<0.05

Source: Survey data

Hypothesis testing: mediating relationship

Hypothesis 06 and 07 measures the mediating relationship of job resources. According to the table 13 the results indicates that there is a negative mediating effect of job resources between supervisor emotional intelligence and employee job anxiety ($\beta = -0.153$, $p < 0.010$).

Table 13. Test Results for Hypothesis 06

Effect	Hypotheses (Path)	β	P Values	Result
Direct Effect	EI $\rightarrow$ JA	-0.888	0.010	Supported
Direct Effect	EI $\rightarrow$ JR	0.340	0.010	Supported
Direct Effect	JR $\rightarrow$ JA	-0.299	0.010	Supported
Indirect Effect (H6)	EI $\rightarrow$ JR $\rightarrow$ JA	-0.153	0.010	Supported

Source: Survey data

Hypothesis 07 also has been supported by indicating that there is a negative mediating effect of job resources between supervisor personality and employee job anxiety ($\beta = -0.128$, $p < 0.010$) and data has been presented in table 14.

Table 14: Test Results for Hypothesis 07

Effect	Hypotheses (Path)	Path Coefficients (β)	P Values	Result
Direct Effect	P $\rightarrow$ JA	-0.634	0.010	Supported
Direct Effect	P $\rightarrow$ JR	0.544	0.010	Supported
Direct Effect	JR $\rightarrow$ JA	-0.236	0.010	Supported

Indirect Effect (H7)	P → JR → JA	-0.128	0.010	Supported
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Source: Survey data

Discussion

This study measures the impact of supervisor emotional intelligence and supervisor personality on employee job anxiety. As per the findings of the research it has found that both supervisor emotional intelligence and personality negatively impact on employee job anxiety. Further as per the conservation of resource theory the results of the study also have suggested the negative impact of job resources on employee job anxiety. Existing literature suggested that supervisor emotional intelligence and supervisor personality has a positive impact on job resources. According to the Miao et al. (2020), job resources and emotional intelligence has a positive relationship. Further when supervisors have conscientiousness, they do the right thing for them and for others. Then they tend to behave in a consistent way and treat their employees in a consistent way (Mayer et al., 2007). This helps to create supportive work climate. The findings of the study also suggested the positive impact between these constructs. Finally, it has measured the mediating effect of job resources and according to the findings of the study it has supported the both hypothesis 06 and 07 by indicating that there is a negative mediating effect of job resources between supervisor emotional intelligence and employee job anxiety and also supervisor personality and employee job anxiety.

Conclusion

This study measured the impact of supervisor emotional intelligence and personality on employee job anxiety, with job resources as a mediator. The findings show that many Sri Lankan machine operators suffer job anxiety, with supervisors acting as key triggers. The study emphasizes the emotional intelligence and personality of supervisors in reducing employee anxiety and increasing job resources. The main implication for managers is that emotionally intelligent supervisors with good personality traits cultivate positive organizational outcomes, including low employee job anxiety and high job resources.

Limitations and future research directions

This is an objectivity study of subjective constructs, where more detail might come from qualitative research. Convenience sampling was used in this study, which already limits generalization and could introduce sampling bias. This research focused on one industry; however, anxiety exists among many of them, suggesting future studies should consider various sectors. Being cross-sectional, it may underestimate changing job anxiety and supervisor dynamics over time, so longitudinal studies are needed. Convenience sampling was used due to population identification difficulties and limits applicability even more. Other employee levels are to be studied in further research, alternative scales applied, and comparison studies conducted as a method of validation.

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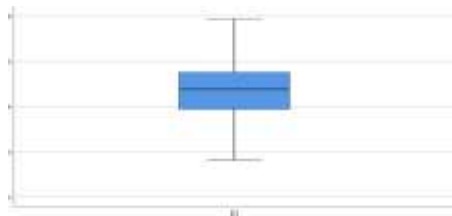
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Appendices

Figure 02: Outliers



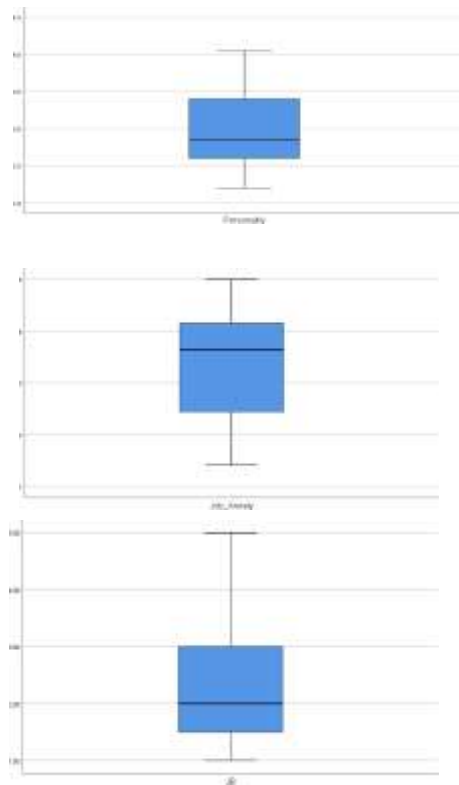
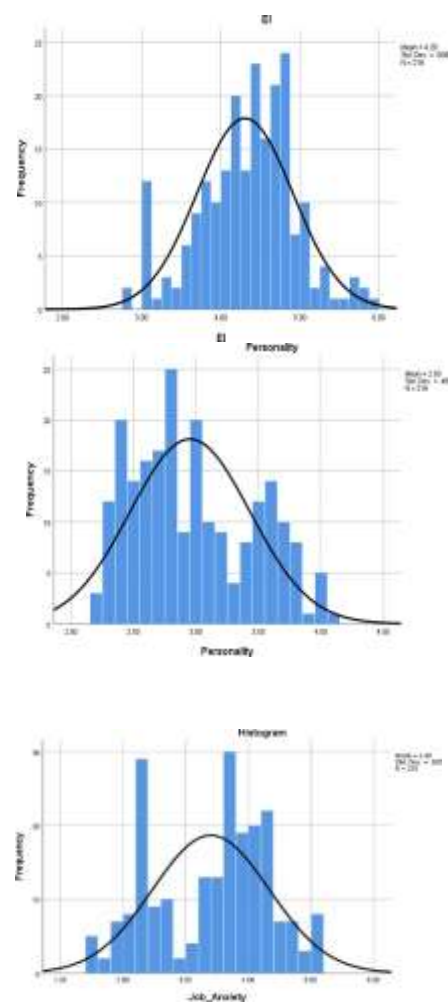
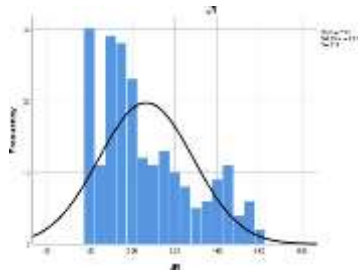


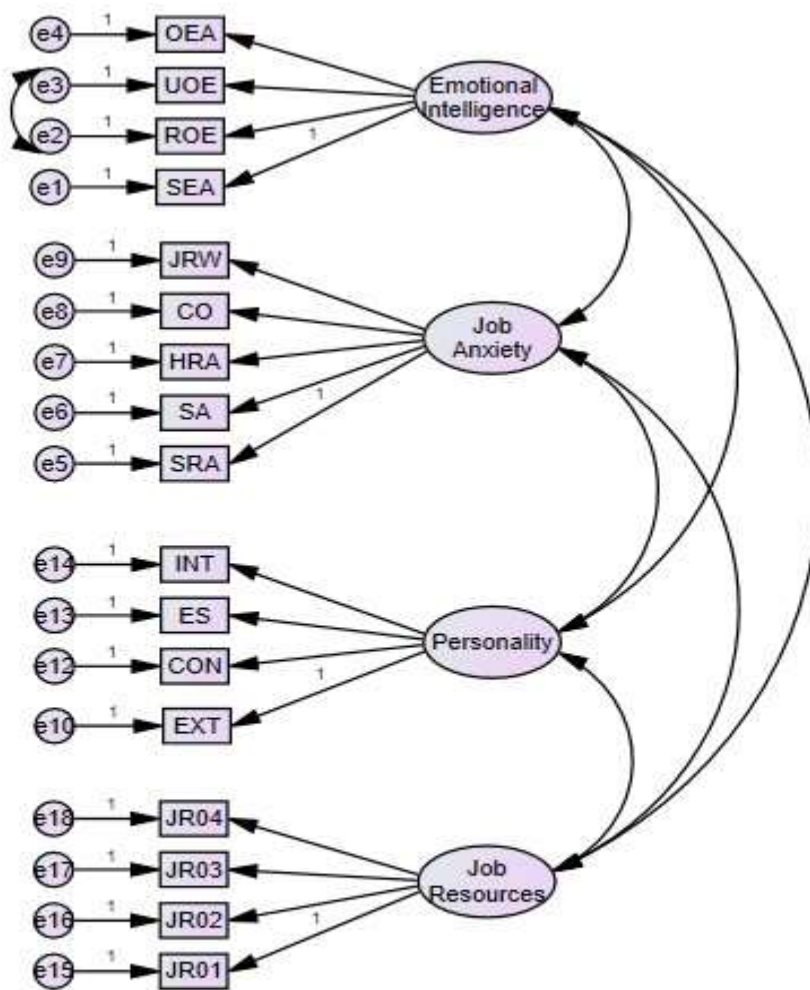
Figure 03: Normality Figures



**Table 15:** Standardized Regression Weights

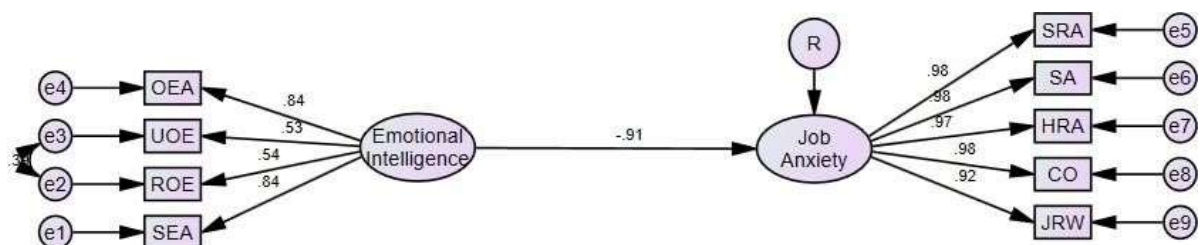
Dis	Estimate
SEA <--- Emot	.838
ROE <--- Emot	.541
UOE <--- Emot	.535
OEA <--- Emot	.839
SRA <--- JAn	.983
SA <--- JAn	.981
HRA <--- JAn	.969
CO <--- JAn	.980
JRW <--- JAn	.920
JR01 <--- Sups	.539
JR02 <--- Sups	.776
JR03 <--- Sups	.812
JR04 <--- Sups	.557
EXT <--- Per	.563
CON <--- Per	.904
ES <--- Per	.893
INT <--- Per	.807

Figure 04: Final Measurement Model



Source: Survey data

Figure 05: Structural Model for H1

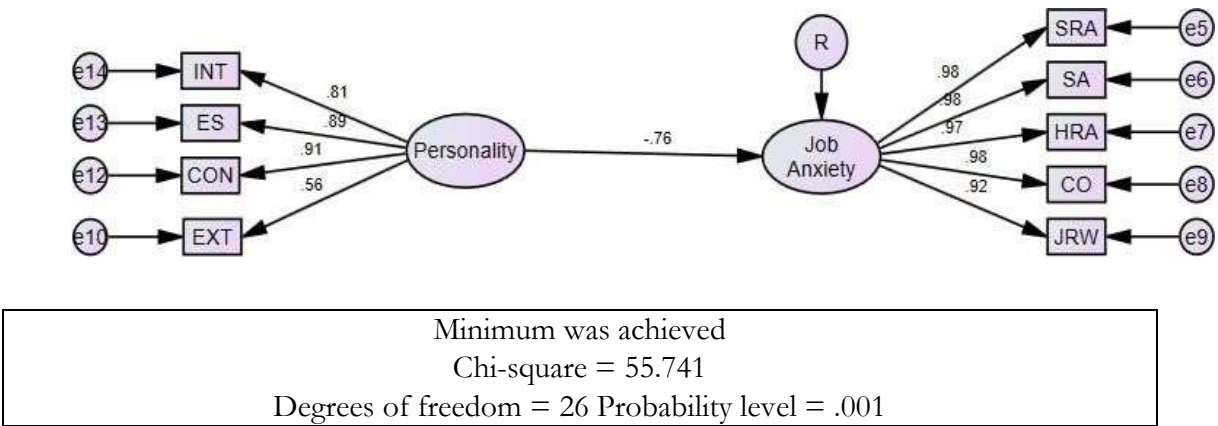


Minimum was achieved
Chi-square = 116.382

Degrees of freedom = 25 Probability level = .000

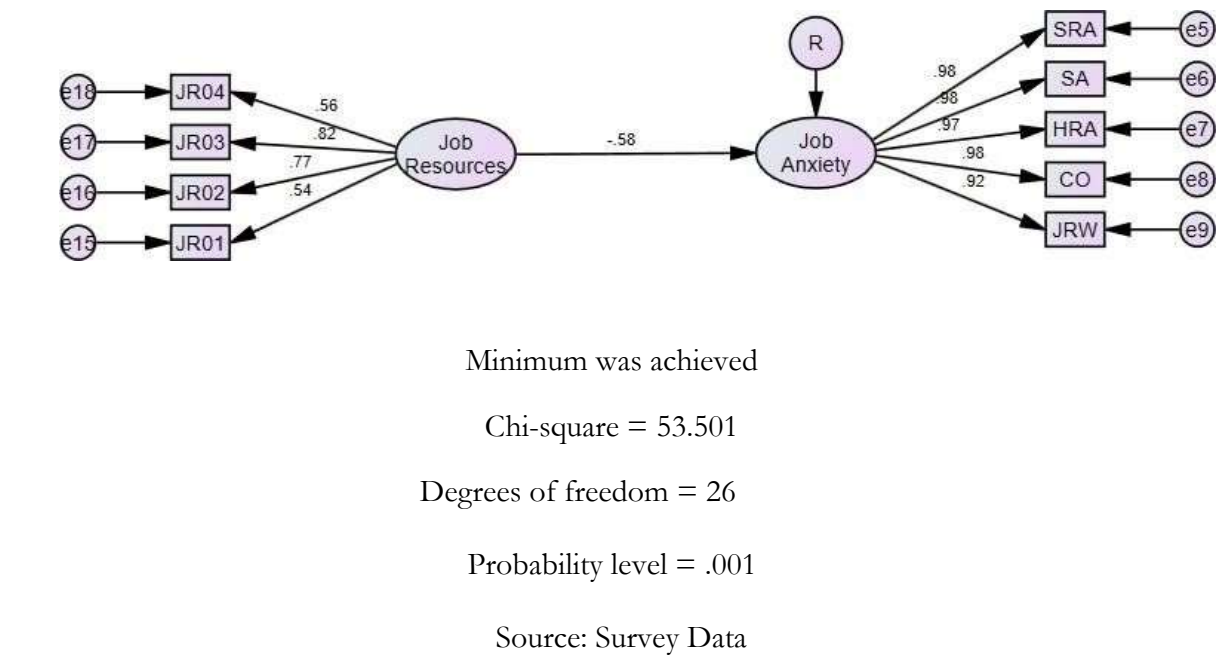
Source: Survey Data

Figure 06: Structural Model for H2



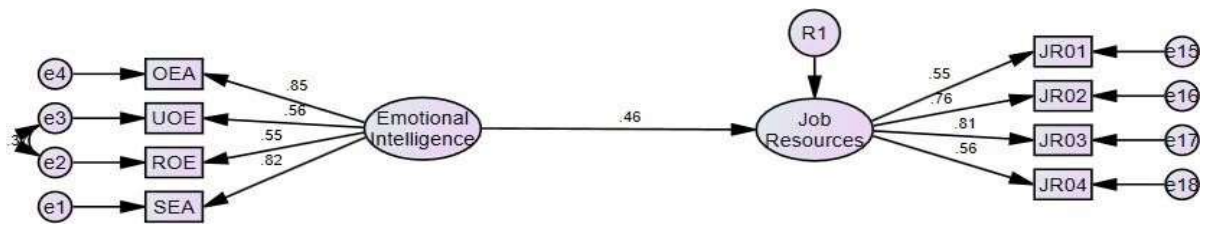
Source: Survey data

Figure 07 Structural Model for H3



Source: Survey Data

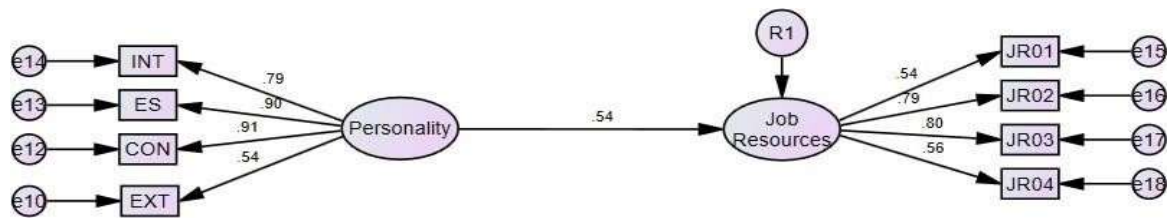
Figure 08: Structural Model for H4



Minimum was achieved
 Chi-square = 22.590
 Degrees of freedom = 18 Probability level = .207

Source: Survey Data

Figure 09: Structural Model for H5



Minimum was achieved
 Chi-square = 38.257
 Degrees of freedom = 19 Probability level = .006

Source: Survey Data

Figure 10: Structural Model for H6

Minimum was achieved Chi-square = 105.994 Degrees of freedom = 62 Probability level = .000

Source: Survey Data