

The Impact of Supervisor Emotional Intelligence and Supervisor Personality on Employee Job Anxiety: Job Resources Perspective

J.K.S.P. Somasiri^a, *, G.A.T.R. Perera^b

^aLecturer, SAB Campus of CA Sri Lanka, Colombo 04, Sri Lanka

^bProfessor in Management and Organization Studies, Department of
Management and Organization Studies, Faculty of Management and Finance,
University of Colombo, Sri Lanka

ravinda@mos.cmb.ac.lk

Abstract

The current study investigates the role of supervisor emotional intelligence and supervisor personality in employee job anxiety with a mediator effect of job resources in Sri Lankan garment manufacturing. Based on a cross-sectional survey of 220 machine operators and a structural equation modeling analysis, the study finds that supervisor emotional intelligence and personality both have significant effects on employee job anxiety with job resources playing an important mediating role. The findings show that emotionally intelligent and positive-personality supervisors build higher job resources such as support, feedback, and autonomy, which reduce employees' job anxiety. The research contributes to the literature by filling a gap on the overall impact of supervisor traits on employees' mental health in organizational settings. The practical suggestions detail the necessity of organizational efforts to develop supervisor emotional intelligence and personality skills to create job resources and buffer job worry, enhancing workers' well-being and productivity.

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

Peradeniya Management Review – Volume 05, Issue I (June) 2023



This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted use, distribution and reproduction in any medium provided the original author and source are credited.

1. Introduction

When it comes to mental health issues, it covers many types of disabilities and symptoms such as neurotic and psychotic disorders including obsessive compulsive disorders and common mental health issues such as anxiety and depression (Sinclair and O'Regan, 2007). There are many approaches to study mental health issues and disorders including anxiety within the workplace. When it comes to the workplace, demands, feelings of insufficiency, punishment and surveillance through supervisors, competition between colleagues can be the causes of anxiety among employees.

People with mental health issues not only encounter numerous difficulties in finding a job but also they are at a disadvantage within their actual work environment while performing the job (Sinclair and O'Regan, 2007). According to the Wanghorn and Chant (2005), in Bureau of statistics, it was found that the population who are not in the labour force due to the anxiety disorders are 47.1% which is more than the healthy people who are not in the labour force (19.9%). This indicated that the people with anxiety disorders can be having problems in relation to findings jobs. Among these anxiety disorders it can include job-related anxieties which has been encountered by people within their previous workplaces.

Developing countries such as the countries in South Asia have been highly affected by mental health related issues due to availability of low resources (Bhutta *et al.*, 2020). Despite the available evidence, less attention has been given to the identification of people who have mental health related issues specially in relation to Covid-19 pandemic in countries where there is a dearth of resources (Rahman *et al.*, 2020; Kar *et al.*, 2019). Further, in South Asia, there have been evidence in relation to the high burden of mental health related issues including anxiety and depression with lack of mental health services even before the pandemic situation

(Hossain and Purohit, 2019; Hossain *et al.*, 2019). According to the previous studies it has been evident that high prevalence rates of mental disorders including anxiety, depression, suicidal behaviour in South Asian countries (Naveed *et al.*, 2020; Hossain *et al.*, 2020). Hence, it is important to study anxiety issues in relation to South Asian countries and to know about ways to solve such issues specially in relation to employees. The main reason for this is employees with anxiety can be highly impacted to the performance of the organization and this can be a major economic related issue in developing countries when compared to the developed countries. Hence, solving of anxiety within organizational level with the help of supervisors will be highly cost effective rather than going on country level. This model will help understand one way to solve anxiety issues within organizational level by focusing on supervisors and job resources. Further, comparatively, there is a lack of empirical research in relation to mental health related issues in South Asian countries (Hossain *et al.*, 2020). Further, according to the Hossain *et al.* (2021), among the available empirical studies related to mental health issues such as anxiety and depression more studies were related to India, Bangladesh and Pakistan and less studies were available in relation to Nepal and Sri Lanka.

Hence, this study is focused on anxiety issues in Sri Lanka and under performance gap it has been given the statistics related to the prevalence of anxiety in Sri Lanka. In Sri Lanka there has been a lack of attention given to the anxiety issues within organization while more attention has been given to stress. Most of the managers have not identified the difference between anxiety and stress and they have mainly applied stress coping strategies within organization. Hence, this is a major issue in relation to the Sri Lankan organizations.

According to the Wang *et al.* (2003), common mental disorders such as anxiety and depression are the main causes of occupational disability, and these mental disorders are not that much recognized in developing countries even though the evidence of social impact has been highly available. Moreover, as per the Australian National survey of mental health and wellbeing, it has identified that among the people who have anxiety disorders only 28% of individuals have taken the treatments (Henderson *et al.*, 2000). This indicates that most of the common mental disorders such as anxiety and depression have been under recognized and undertreated in many countries. Among these common mental disorders, this study will be considered on workplace anxiety since it has been considered as the most common mental health of people all around the world and absence from workplace due to this mental illness is a growing crisis which needs to be addresses immediately globally (Nash-Wright, 2011).

As mentioned, Job anxiety is one of the main psychological components of an organization and despite the available facilities at workplace employees show emotional tension and unnecessary fears. This fears and emotional tension can arise from the prevailing situational context of an individual and person's imaginal involvement with the work situational contexts. Therefore, these patterns of behavior are considered as job anxiety (Srivastava and Sen, 1995). According to Greenberg *et al.* (1999), workplace anxiety disorders create costs to the society and in the context of work impairment. Therefore, mental disorders related to the work organizational get more importance in modern societies since those related with long durations of sick leave and workplace anxieties impact employee fitness for work and employability as well.

As mentioned above an organization plays a major role in provoking job anxiety among employees. Mainly job resources can be one of the organizational factors that can be directly related with job anxiety issues of the organization. According to Hobfoll et al. (1990), resource loss has an effect on anxiety, depression, anger, work functioning, self-esteem and the physical health of the individuals. Many studies have found out about 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). Further as per the existing literature supervisors play a major role in providing job resources within an organization. Hence, in existing literature it was found that different characteristics of supervisor emotional intelligence helps in creating job resources (Miao *et al.*, 2017; Goleman, 1995; Bakker *et al.*, 2007; Riaz *et al.*, 2018; Wong and Law, 2004) and positive personality traits of supervisors also can be help in creating job resources within organization (Mayer *et al.*, 2007; Hoogh *et al.*, 2011). However existing literature has not considered how overall concepts of supervisor emotional intelligence and personality are related to job resources and job anxiety within an organization. Hence, this study aims to address the gap in the literature by explaining how supervisor emotional intelligence and personality can influence employee job anxiety from job resources perspective.

2. Rationale of the Study

Work related anxiety, depression and stress are considered as a harmful reaction that individuals have to undergo due to heavy pressures and demands placed on them from workplace. According to the labor force survey, in 2020/21 total cases of work-related anxiety, depression and stress was 822000 and prevalence rate is 2480 per 100000 workers. Further, this rate is not statistically different with compared to the previous year as well. Further in 2020/21, 50% of all work-related health cases are

related to depression, anxiety and stress related cases (LFS Annual Estimate, 2020/21). As per the World Health Organization statistics among all disability people (both physical and mental) 40% of people are related to the mental health related issues (Sinclair and O'Regan, 2007). According to the Singleton *et al.* (2001), the second most commonly reported symptoms and illness among people are depression, anxiety, difficulty in maintain memory for a long time and lack of concentration.

Effects of supervisor's personality on the support, abuse, and feedback provided to junior accountants. *Advances in Accounting Behavioral Research*. This research underscores the role of supervisor personality traits such as agreeableness and conscientiousness in creating supportive job resources (Saadullah et al., 2020). A meta-analysis of emotional intelligence effects on job satisfaction mediated by job resources, and a test of moderators. *Personality and Individual Differences*. This meta-analysis supports the positive relationship between supervisor emotional intelligence and job resources (Miao et al., 2017). How perceived supervisor support affects workplace deviance? Mediating role of perceived organizational support. This study addresses how supervisors affect employees' psychological strains, such as anxiety, through job resources (Khan et al., 2015). Leaders' emotional intelligence and its significant effect on job satisfaction and employee motivation. This study highlights the positive impact of leaders' emotional intelligence on employee job satisfaction and motivation, emphasizing the role of emotional intelligence in fostering supportive work environments Muchsinati et al., 2025). This research reviews the influence of emotional intelligence on job satisfaction, burnout reduction, conflict management, and job performance, underscoring emotional intelligence as a crucial leadership skill for improving work outcomes (Alam, N. et

al., 2024). According to Chevalier, S., & colleagues (2025) the mediating role of emotional intelligence in transformational leadership and its beneficial effects on employee mental health, job satisfaction, and resilience against workplace stress. Robinson, M. D. (2025) stresses work-related emotional intelligence as a key factor in managing workplace emotional demands and reducing employee anxiety. According to Martin, L. (2024) examines the relationship between emotional intelligence and happiness at work, reinforcing the importance of emotional intelligence in positive employee outcomes.

Furthermore, anxiety has been an issue within organizations in Sri Lanka for a long period of time and this has increased more due to pandemic situation. According to the Ministry of Health (2017), in Sri Lanka there were 669259 total cases of anxiety among entire population which represent 3.4%. This indicates that it was prevalent from earlier years as well. The survey conducted by the Anxiety Disorders Association of America (2015) shows how anxiety can relate to the organization. According to the survey findings, anxiety within the workplace impact on organizational performance, relationship with other employees, work quality and also relationship with supervisors. Apart from that work environment also impact on anxiety through pressure related to deadlines, relationship with supervisors and colleagues and other problems arise while performing work activities.

Despite the available evidence of job anxiety within organizations and literature related to the relationship between job resources and job anxiety and supervisor impact on job anxiety there were limited studies about the influence of supervisor emotional intelligence and supervisor personality on employee job anxiety. Many studies have focused only on some indicators of supervisor emotional intelligence

rather than considering the whole concept itself (Standfeld et al., 1999; Cohen et al., 1985; Jonsdottir et al., 2020; Mineyama et al., 2007; Kristinsson et al., 2019; Lee & Ashton, 2005). Further despite that available literature and empirical findings related to the relationship between job resources and job anxiety (Hobfoll, 1989; Sorensen *et al.*, 2021; Smith & Freedy, 2000; Liu *et al.*, 2018; Berberoglu., 2018), there have been limited studies available on how the whole concept of supervisor emotional intelligence and personality can be impacted on employee job anxiety through the job resources concept. Hence this gap of the literature has been taken into consideration of this current study and it focuses on machine operators of Sri Lanka in addressing the research problem of the study.

Hence, the research problem of this study is to find out whether the impact of supervisor emotional intelligence and supervisor personality on employee job anxiety is mediated by job resources in Sri Lanka. The objective of this study is to find the mediating effect of job resources in finding the impact of supervisor emotional intelligence and personality on employee job anxiety.

3. Literature Review

3.1 Job Anxiety

Long term uneasiness and fear can be identified as anxiety (Rachman and Hodgson, 1974). Anxiety can be occurred by facing a real failing of achievement or even through the imagination of possible failing. According to the Sanne et al (2005), it was found that high demand, low support, and control within the job can be impact on development of depression and anxiety. Further, supervisors can be a major stimulus to provoke anxiety since they are mainly focusing on giving instructions, supervising

and rewarding and punishing employees. As mentioned by Muschalla (2008), management can consider establishing a work environment which enables employees to discuss disagreements within different levels of hierarchy.

3.2 Job Resources

Job resources can be defined as the characteristics of the job which helps employees to cope up with their job demands and helps to improve their physical and psychological outcomes (Bakker *et al.*, 2007). According to the Demerouti and Bakker (2014), “Job resources refer to those physical, psychological, social, or organizational aspects of the job that are either/or: 1) functional in achieving work goals; 2) reduce job demands and the associated physiological and psychological costs; and 3) stimulate personal growth, learning, and development”. According to the study of Anne (2007), job control and supportive organizational climate has been considered as job resources. Job control includes autonomy and participation in decision making (Spector, 1998). Supportive organizational climate means employees’ perception regarding the social support and quality of communication within the work environment.

This study is based on conservation of resource theory in explaining the relationship between job resources and employee job anxiety. According to the conservation of resource theory individuals feel threatened when there is a potential or actual loss of resources (Hobfoll, 1989). Further, it explains that apart from the potential or the actual loss of resources after an investment of more resources, a lack of resource gain can also result in stress reaction. Conservation of resource theory has based on a central principle which is that both resource loss and gain tend to accumulate in cycles. When an individual loss resources loss cycle develops since they can’t access to relevant resources, and this increased more resource loss since they are lacking

resources to offset more losses (Hobfoll, 1989). Therefore, according to Hobfoll (2001), “although resource loss is the primary operating mechanism in psychological stress and has a significantly greater impact than resource gain does, resource gain shows its saliency and plays a crucial role in times of loss”. Further those who have more resources and invest those for further gains of resources and to have a protection against resource loss.

3.3 Job Resources and Employee Job Anxiety

The loss of job resources can create employee job anxiety. In order to support this argument in this study it uses conservation of resource theory by Hobfoll (1989). This theory has provided an explanation for conceptualizing work strain using a resource concept and provides insight to resources and strain. As it has indicated perceived and actual losses of job resources are valid sources of work strain (Hobfoll, 1989). Work psychological strains includes depression, tension, anxiety, frustration, emotional exhaustion, and Burnout (Ahmad *et al.*, 2021). Hobfoll (1990) proposes that resource loss has an effect on anxiety, depression, anger, work functioning, self- esteem and the physical health of the individuals. According to the study of Sorensen *et al.* (2021), the patients with more resource loss reported more anxiety and depression. Therefore, resource loss appeared as an important predictor for both anxiety and depression.

As proposed by Hobfoll (1990), loss of resources impact on anger, depression, anxiety and work functioning of individuals. The study of Sorensen *et al.* (2021), has evaluated psychological distress of patients by using COR model by considering job resources such as social support, coping strategies, self-efficacy etc. In here psychological distress has been measure by depression and anxiety. As per their

findings majority of the sample has experience anxiety and depression and for the female patients who has faced resource loss has shown more anxiety. The study has also found that the patients who has more anxiety has been faced with more resource loss. Therefore, they concluded that resource loss is an important factor which leads to distress reaction and losses of resources have a significant relationship with psychological and physical health related issues (Smith and Freedy, 2000). According to the study of Liu *et al.* (2018), high job control is related with low level of anxiety. Apart from that according to the study of Berberoglu (2018), supportive organizational climate has related with low level of anxiety.

According to Windlinger and Zugar (2022), having limited job resources such as autonomy, feedback and social support can be considered as key factors which develop burnout among employees. When it comes to the feedback burnout of employees can be arise due to lack of constructive feedback (Rony *et al.*, 2020). However, when a supervisor has given useful feedback to the employees it will increase their motivation and job engagement (Othman *et al.*, 2018). Apart from that giving positive feedback on time by the supervisor can reduce employee burnout since this feedback is helpful to reduce emotional exhaustion (Carlotto and Camara, 2019).

According to the Adil and Baig (2018), lack of constructive feedback and lack of autonomy of supervisors can limit employees' freedom to take decisions and act in their job. They must have to achieve project deadlines with time constraints while following strict guidelines and this will lead to development of stress, anxiety, or depression. Job resources are negatively related with burnout (Demerouti *et al.*, 2018). If employees have not received proper feedback, ability develop themselves

and when they have insufficient control, they will feel this. According to the Kim and Wang (2018), when employees are receiving proper feedback, autonomy, social support, and good relationship with supervisor can reduce the burnout level among employees. According to the Preston (2020), provision of high-quality feedback will result in low depression and anxiety level among employees, and this will reduce feeling of helplessness. According to the Bayes *et al.* (2021), the clinical sign and symptoms of burnout is depression, anxiety, emotional exhaustion, and distress. According to Marques-Pinto *et al.* (2018), burnout is link with work related anxiety. According to the Abbasi (2018), supervisor support can impact on wellbeing of employees. Further, Social support includes emotional support which means the people who are supportive showing that they care about other people's welfare and instrumental support which means supportive people help to solve problems and finally informational support which refer that the supportive people give information to people (Terry *et al.*, 2014). Mainly social support can be related with supervisors, colleagues and people who are outside of the company such as family, friends (Jolly *et al.*, 2021). Therefore, according to the Terry *et al.* (2014), it identified that based on theoretical and empirical ground there is an effect of social support on anxiety. As it has argued if an employee is facing anxiety within the workplace by providing social support it can reduce anxiety directly. In non-experimental studies of occupational stress as well it has shown that there is a negative correlation between social support and psychological strains. They argued that social support can reduce the strength of psychological stains and since anxiety is one of the psychological strains it also has the same relationship. According to the study of Jayaratne *et al.* (1998), it was found that support from supervisors has a negative relationship with anxiety among social workers in US.

According to the Hirani *et al.* (2018), social support levels are related to occurrence of anxiety among employees. As per study conducted in China by Qi *et al.* (2021), it was found that there was a high prevalence of anxiety among the adolescents during the pandemic who have received low or medium social support within organization. Therefore, having supportive supervisions is an important job resource for employee anxiety management.

3.4 Supervisor Emotional Intelligence and Job Resources

Miao *et al.* (2017), has stated that emotional intelligence has a positive relationship with job resources. One of the key types of job resource is positive social relationship with supervisors (Bakker and Demerouti, 2018). According to the Goleman (1995), emotional intelligence is important to create good social interaction and to maintain and establish social relationship. Therefore, when supervisors are emotionally intelligent it helps to generate good relationship with employees which is a fulfilment of one job resource. When individuals are emotionally intelligence, they can understand not only their own feelings but also others' feelings and emotions (Riaz *et al.*, 2018). Further they can use their emotion perception and regulation ability to create and maintain good relationship with their employees (Wong and Law, 2004). Hence, this will allow employees to gain job resources from their supervisors through proper social exchanges. Having such positive social exchange among supervisors and employees will generate job resources such as supervisor support, job autonomy and feedback to the employees (Miao *et al.*, 2020).

Another important job resource is good and supportive organizational climate. As mentioned by Barreiro and Treglown (2020), emotionally intelligent supervisor can drive the mood and behavior of all people within the company. Further as suggested

by Ciarrochi *et al.* (2000), supervisor who has higher emotional intelligent can manage their mood and evaluate actions and decisions proper way and this helps to guide the mood of entire organization. Hence, supervisor with high emotional intelligent can create positive and supportive organizational climate for employees (Goleman *et al.*, 2002). According to Khan *et al.* (2019), an emotionally intelligent supervisor has self-confidence and can understand their employees in a better way due to his/her empathy and can boost others' moods with their social skills. Further here it stated that higher the emotional intelligence of the supervisor better the organizational climate. Hence, it can say that high level of emotional intelligence creates a supportive organizational climate with trust, information sharing and learning oriented where low emotional intelligence of supervisor's lead to a climate of fear and anxiety (Goleman K., 2002). When supervisors are emotionally intelligent, they know how to organize, lead, communicate, understand, and motivate employees which in return create a supportive organizational climate.

3.5 Supervisor Personality and Job Resources

Personality traits of a supervisor can be help in generating job resources within organization. Openness is one of the personality traits which describes about the qualities which needed in interpersonal interactions such as ability to understand others and adapt to other's perspectives (Corr and Matthews, 2020). According to Mededovic *et al.* (2019), those who have openness trait is open minded and have depth of intellect. Further people who have the personality trait of agreeableness are modest and have tender mind. They have social qualities of truthfulness and kindness (Einarsen *et al.*, 2018). According to Aleksic and Vukovic (2018), supervisors who are having low agreeableness and highly introverted tend to do

more bullying towards their subordinates instead of providing support to them. Hence, this impact on job resources within organization.

Moreover, when a person is having high agreeableness and low neuroticism or high conscientiousness it can create a negative impact to their counterproductive work behaviour (Bragg and Bowling, 2018). According to Bourdage et al. (2018), when supervisors are having low agreeableness it can create high counterproductive work behaviours including abuse. Further when they have high agreeableness it can reduce behaviours such as violence, theft from other employees and gossiping and damaging property (Eschleman et al., 2020). Hence, supervisors who have agreeableness traits can provide positive work-related support to their employees (Matthews, 2020). Additionally, when it comes to supervisors, they have a duty of reviewing the work of employees in order to improve employee work. Further they must train them and eventually they become a reviewer. The supervisors who are having conscientious trait tend to provide necessary feedback to their employees in order to improve their work (Saadullah *et al.*, 2020). Supervisors who are less extroverted can be a better listener as well as more participative leaders. These types of people are more concern on listening to others' opinions and perspectives which are contrary to their own ideas. These types of supervisors are having better communication with employees than extroverted supervisors according to literature (Clack, 2020). Hence it can argue that such supervisors create supportive organizational climate which encourage proper communication.

The employees will be influenced by feedback they received based on the nature and source of the feedback. Further supervisor's personality will be impacted on how they receive their feedback (Nikiforow, 2019). According to Page *et al.* (2019), supervisors who are extraverted in terms of their personality are very social with

their employees. Hence, they tend to provide necessary support for employees which has been considered as one of the job resources. Further supervisors who have good personality traits have good and positive behaviours including support with compared to the supervisors who have less personality traits. Specially supervisors who have personality traits such as openness and agreeableness are very supportive towards their subordinates. Hence, this will automatically fulfil the job resource called supervisor support (Saadullah *et al.*, 2020).

Apart from that according to Matthews (2018), individuals who are extraverted tends to be more assertive and sociable. They tend to ask more questions and would like to make jokes.

Hence, they are more active and considered as emotionally positive (Denissen *et al.*, 2019). Therefore, supervisors who have such kind of a personality will help them to provide positive and frequent feedback to employees. Further supervisors who have conscientiousness personality trait also tend provide constructive feedback to their employees (Saadullah *et al.*, 2020). Provision of feedback is one of the job resources within organization.

3.6 Job Resources as a Mediating Variable Between Supervisor Personality, Emotional Intelligence, and Employee Job Anxiety

According to Khan *et al.* (2015), supervisor can create actual or potential threat of loss to the resources. The existing literature, indicates that bad supervisor can create job related strains such as stress, anxiety and depression. These literatures indicate that loss of resources creates employees with limited resources to resist bad supervisors which indicated they have high vulnerability to supervisory abuse and then will face more psychological strains. Therefore, based on the conservation of resources theory it can be argued that bad supervisors are a threat for loss of

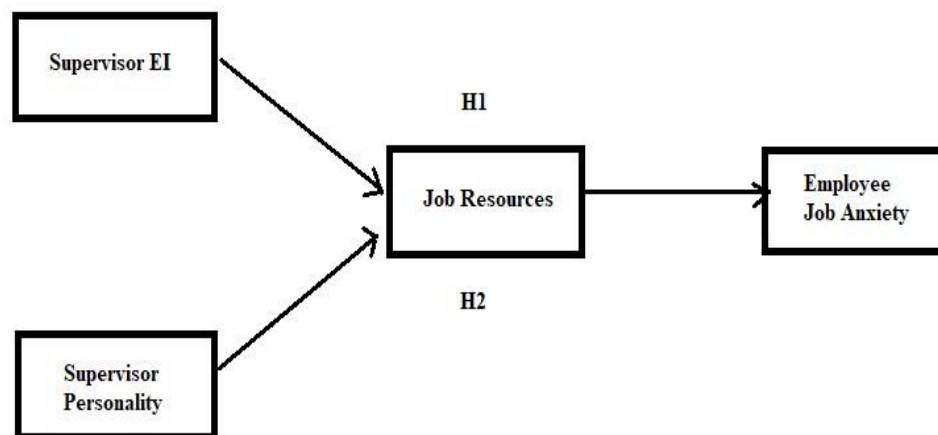
resources and in return it will create psychological strains including anxiety and depression (Carlson *et al.*, 2012; Harvey *et al.*, 2007; Tepper, 2007). According to the Bies and Tripp (2005), Supervisor who are having bad behaviors will yell, sabotage, ignore their subordinates and insult and hurt their feelings. Supervisors' behavior can be shaped by their emotional intelligence and personality. As per the study of Hobman *et al.* (2009) bad and abusive supervision can create employee anxiety.

If the supervisor is having a positive personality and mind-set such as health awareness it has a positive relationship with organizational health climate (Vein *et al.*, 2020). Hence, these supervisors have a health promoting personality which ultimately support in employee wellbeing. According to these findings if the supervisors are having such personality, they can create a supportive and healthy organizational climate and identify job strains among their employees to maintain good wellbeing among employees. Further when supervisors are having self-awareness it is the foundation to develop emotional intelligence (Bennis, 2009). This helps supervisors to understand and support others since they are aware about their emotions, strengths and weakness and can manage themselves (Jacob *et al.*, 2008). Apart from that, they can recognize the employees' fear, anxiety, and uncertainty with related to the change within organization. Hence, they can create an organizational climate with open communication for the ones who has been affected by change (Foltin and Keller, 2012). Therefore, this indicates that emotionally intelligent supervisors can provide relevant job resources for employees to cope up with changes and to manage emotions involved with such changes.

4. Conceptual Framework

As per the given existing literature following conceptual model has been obtained and it has mainly highlighted the influence of supervisor emotional intelligence and personality on employee job anxiety through the job resources perspective. Conservation of the resource theory has been linked to the conceptual model where it highlights the relationship between job resources and employee job anxiety.

Figure 01 *Conceptual Model*



Source: Researcher's construction

5. Hypothesis Development

5.1 Supervisor Emotional Intelligence, Supervisor Personality, Employee Job Anxiety and Job Resources

According to the Khan *et al.* (2015), supervisor can create actual or potential threat of loss to the resources. As per the existing literature it indicates that bad supervisor can create job related strains such as stress, anxiety and depression. These literatures indicate that loss of resources creates employees with limited resources to resist bad supervisors which indicated they have high vulnerability to supervisory abuse and

then will face more psychological strains. Therefore, based on the conservation of resources theory it can be argued that bad supervisors are a threat for loss of resources and in return it will create psychological strains including anxiety and depression (Carlson *et al.*, 2012; Harvey *et al.*, 2007; Tepper, 2007). According to the Bies and Tripp (2005), Supervisors who are having bad behaviors will yell, sabotage, ignore their subordinates and insult and hurt their feelings. Supervisors' behavior can be shaped by their emotional intelligence and personality. As per the study of Hobman *et al.* (2009) bad and abusive supervision can create employee anxiety.

Further existing literature indicates that leadership is related with increased job resources (Fernet *et al.*, 2015; Bakker *et al.*, 2017). Leadership provides job resources such as support, feedback, and opportunities for growth (Breevaart *et al.*, 2013). Further according to the study of Schaufeli and Enzmann (1998), leadership has indirect impact on job strain through increasing job resources. Leaders can help to prevent job strain among employees and especially lowest level leaders who have direct contact with team members (Sargent and Terry, 2000). Therefore, this study will focus on supervisors of the company as leaders.

When supervisors are having self-awareness, it is the foundation to develop emotional intelligence (Bennis, 2009). This helps supervisors to understand and support others since they are aware about their emotions, strengths and weakness and can manage themselves

(Jacob *et al.*, 2008). Apart from that they can recognize the employees' fear, anxiety, and uncertainty with related to the change within organization. Hence, they can create an organizational climate with open communication for the ones who has been affected by change (Foltin and Keller, 2012). Therefore, this indicates that

emotionally intelligent supervisors can provide relevant job resources for employees to cope up with changes and to manage emotions involve with such changes. Hence, following main hypotheses (H1) has developed with sub hypotheses (H1a and H1b).

H1. The impact of supervisor emotional intelligence on employee job anxiety is negatively mediated by job resources.

H1a. Supervisor emotional intelligence has positive impact on job resources.

H1b. Job resources has negative impact on employee job anxiety.

If the supervisor is having a positive personality and mind-set such as health awareness it has a positive relationship with organizational health climate (Vein *et al.*, 2020). Hence, these supervisors have a health promoting personality which ultimately support in employee wellbeing. According to these findings if the supervisors are having such personality, they can create a supportive and healthy organizational climate and identify job strains among their employees to maintain good wellbeing among employees which helps in reducing job anxiety. Further the supervisors who have good personality are empowering leaders where they provide freedom for employees to make decisions by themselves and allocate responsibility (Thun and Bakker, 2018). These are job resources within organization. In such cases supervisors can reduce job strain among employees by providing challenges and job resources since when they are providing autonomy and supportive leadership; they can identify employee perspectives and encourage their self-initiatives (Reeve, 2015). Supervisors who are having friendly personality are always providing autonomy to employees (Gilbert *et al.*, 2017). This helps to reduce job strain among employees (Slemp *et al.*, 2018). Hence, authors have developed following main hypotheses (H2) followed by two sub hypotheses (H2a and H2b).

H2: The impact of supervisor personality on employee job anxiety is negatively mediated by job resources.

H2a. Supervisor personality has positive effect on job resources.

H2b. Job resources has negative effect on employee job anxiety.

6. Research Methodology

6.1 Sampling

This study is has taken machine operators as the population in apparel industry in Sri Lanka. Since the study has used structural equation modelling for the analysis to acquire the minimum adequacy of sample which is 200, this study has aimed to collect data from 20 selected apparel companies in Sri Lanka and it has selected 10 employees from each company. Therefore, sample size of the study is 200. Sampling method of the study is nonprobability sampling since the population count is large. Hence it has selected convenience sampling method.

6.2 Data Collection and Analytical Tools

This study has collected data primarily by using survey method and it has used a structured questionnaire. The questionnaire used is a interviewer administered questionnaire due to the fact that sample of the study is machine operators whose literacy level is low with compared to the other employees. The questionnaire of the study has measured the constructs of the study which are supervisor personality, emotional intelligence, job resources and employee job anxiety by using likert scale. Total questionnaire has included 111 questions including the questions which measured demographic variables. In order to measure job anxiety, it has used the scale developed by Muschalla *et al.*, (2017) and it consists of 70 items and ranged

from absolutely agree to absolute disagreement. Next to measure supervisor emotional intelligence it has used a questionnaire with 16 items which has been developed by Wong and Law (2004) and it ranged from strongly agree to strongly disagree. The scale developed by Toplewska *et al.* (2014), has used to measure supervisor personality and it included 20 items and it ranged from very accurate to very inaccurate. Finally, job resources have been measured by the scale developed by Torp and Grimsmo (2013), which consists 4 items and it also ranged from absolutely agree to absolutely disagree.

It has distributed 220 questionnaires among the machine operators in selected companies in Sri Lanka and has collected all responses with 0 missing values. The study has used only 218 responses for the analysis since it was found two outliers. The analysis has been done by using structural equation modelling (SEM). First it has measured multivariate assumptions. Then it has conducted confirmatory factor analysis by using AMOS 22.0 and has measured reliability and validity with the SPSS 23.0. Further it has obtained measurement and structural models of the study upon measuring the fitness of the models.

7. Analysis of Data

7.1 Missing Value Analysis

Missing values of the data has been obtained through univariate analysis by using SPSS. The obtained univariate statistics has been presented in Table I. According to the data presented in the table it can be seen that there are no missing values.

Table I Assessment of missing values

Univariate Statistics					
		Mean	Std. Dev	Missing	
N				Count	Percent
Emotional Intelligence	218	4.3033	.60782	0	0
Personality	218	2.9509	.47968	0	0
Job Anxiety	218	3.4014	.93156	0	0
Job Resource	218	2.3291	1.10419	0	0

Source: Survey data

7.2 Identification of Outliers

Box plot analysis has been used find out about the outliers of the study. Among the collected 220 responses it was found that there were two outliers. Hence after removing those two outliers it has used 218 responses for the final analysis of the study (See Appendix A).

7.3 Normality

Normality of the data set has been measured by using kurtosis and skewness values of the constructs. The obtained values have been presented in Table II. According to the obtained values it indicates that all the kurtosis values are below 10 and kurtosis values are below 3. Hence this indicates the normality of the data set of the study (Kline, 2011). Further normality of the current data set has been measured by using the histogram to do the visual check (See Appendix B). The graphs also indicated the normal distribution of data of the current study.

Table II 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

7.4 Multicollinearity

According to Civilek (2018), when it comes to structural equation model it assumes that there is no relations among the independent variables. Hence this study has measured the multicollinearity of variables. According to the Field (2005), if the tolerance value of a variable is less than 0.2 and VIF is higher than 10, then it will be considered as a multicollinearity issue. According to the given table III it can see that VIF values related to constructs are lower than 10 and tolerance values are higher than 0.2. Hence, this indicated that there is no issue of multicollinearity.

Table III Multicollinearity Coefficients

Variables	Coefficients	
	Collinearity Statistics	
	Tolerance	VIF
Personality	.659	1.517
Job Resources	.770	1.299
Emotional Intelligence	.716	1.396
Dependent Variable: Job Anxiety		

Source: Survey data

7.5 Structural Equation Modeling

(SEM)

Structural equation modeling has been used to measure hypotheses of the study and it has first obtained the measurement model of the study. In order to measure the fitness of the model it has conducted confirmatory factor analysis and has obtained goodness of fit indices. Mainly it has measured indices of CMIN/DF, AGFI, CGI, TLI, GFI and RMSEA. Further reliability and validity of the scales has been taken and final structural model has been obtained to measure hypothesis of the study.

7.5.1 Confirmatory Factor Analysis (CFA)

According to the given table IV which shows the Goodness of fit indices related to the initial and final measurement model it can be seen that most of the values indicated the adequate fit. According to the initial model of the study it was required modifications since one of the regression weights is below 0.5. Hence it has obtained the final measurement model after refinement of the initial model by removing the items which have factor loadings below 0.5.

Factor loadings related to the final measurement model has been shown in Appendix C and most of the regression weights shown are above 0.5.

Table IV 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

7.5.2 Reliability

Reliability of each construct has been measured by using Cronbach's Alpha. Cronbach's Alpha value which has been obtained in relation to each construct has been shown in the Table V and all the values are above 0.7. Hence this indicates that the scale of the study is reliable (Civilek, 2018). Further according to the Karagoz (2016), it said that Cronbach's Alpha value below 0.6 indicates low reliability of the scale.

Table V 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

7.5.3 Validity

Convergent validity of the scales of each construct of the study has been measured by using factor loadings and AVE values. As indicates in the table VI factor loadings of each construct are above 0.5 and AVE values are also above 0.5. Further

composite reliability of the constructs also greater than 0.7. Hence, this ensures the convergent validity of the study (Civilek, 2018).

Table VI 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

Further, discriminant validity of the study has been measured by using square root of AVE and correlation coefficients of constructs. According to the Table VII it indicates that all the square root of AVE values of each construct are greater than correlation coefficients of between constructs. Hence, this ensures the discriminant validity of the study (Fornell and Larcker, 1981).

Table VII 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

Final measurement model is presented in appendix D.

7.6 Hypothesis Testing

Hypothesis 01 of the study investigated the impact of supervisor emotional intelligence (EI) on employee job anxiety (JA) with the mediating effect of job resources (JR). Appendix E has shown the structural model related to the hypothesis 01.

Table VIII has presented the β -values and significance levels of the analysis related to the hypothesis 01. According to the results there is a mediating effect of job resources between the impact of supervisor emotional intelligence on employee job anxiety ($\beta = -0.153, p <$

0.010). Hence the hypothesis 01 of the study is supported. Further according to the results of analysis supervisor emotional intelligence has a significant positive effect on job resources (β

$= 0.340, p < 0.010$) and job resources has a negative effect on employee job analysis ($\beta = -$

$0.299, p < 0.010$). Hence, sub hypotheses of H1a and H1b also have been supported.

Table VIII Test Results for Hypothesis 01

Effect	Hypotheses (Path)	β	P Values	Result
Direct Effect (H1a)	EI $\rightarrow$ JR	0.340	0.010	Supported
Direct Effect (H1b)	JR $\rightarrow$ JA	-0.299	0.010	Supported

Indirect Effect (H1)	EI $\square$ JR $\square$ JA	-0.153	0.010	Supported
-------------------------	------------------------------	--------	-------	-----------

Source: Survey Data

Next hypothesis of the study measured the impact of supervisor personality (P) on employee job anxiety (JA) with the mediating effect of job resources (JR) and the structural model related to this hypothesis has been illustrated appendix F.

Table IX has presented the β -values and significance levels related to the hypothesis 02. Based on the analysis it has indicates that there is a mediating effect of job resources between the impact of supervisor personality on employee job anxiety ($\beta = -0.128, p < 0.010$). Therefore, hypothesis 02 of the study also has been supported. Further the test results indicate that there is a positive effect of supervisor personality on job resources ($\beta = 0.544, p < 0.010$) and job resources has negative effect on employee job anxiety ($\beta = -0.236, p <$

0.010). Hence sub hypotheses of H2a and H2b of the study also have been supported. **Table IX** Test Results for Hypothesis 02

Effect	Hypotheses (Path)	Path Coefficients (β)	P Values	Result
Direct Effect	P $\square$ JR	0.544	0.010	Supported
Direct Effect	JR $\square$ JA	-0.236	0.010	Supported
Indirect Effect (H7)	P $\square$ JR $\square$ JA	-0.128	0.010	Supported

Source: Survey Data

Accordingly, all the hypotheses of the study has been supported and summary has been presented in Table X.

Table X Summary of Results of Hypothesis Testing

Hypotheses	Result
H1. The impact of supervisor emotional intelligence on employee job anxiety is negatively mediated by job resources.	Supported
H1a. Supervisor emotional intelligence has positive effect on job resources.	Supported
H1b. Job resources has negative effect on employee job anxiety.	Supported
H2. The impact of supervisor personality on employee job anxiety is negatively mediated by job resources.	Supported
H2a. Supervisor personality has positive effect on job resources.	Supported
H2b. Job resources has negative effect on employee job anxiety.	Supported

Source: Survey Data

8. Discussion of Findings

The first hypothesis of the study was to measure the mediating effect of job resources between the impact of supervisor emotional intelligence on employee job anxiety and based on the analytical results presented this hypothesis has been supported. This has been supported by several findings. When supervisors are having self-awareness it is the foundation to develop emotional intelligence (Bennis, 2009). This helps supervisors to understand and support others since they are aware about their emotions, strengths and weakness and can manage themselves (Jacob *et al.*, 2008). Apart from that they can recognize the employees' fear, anxiety, and uncertainty with related to the change within organization. Hence, they can create an

organizational climate with open communication for the ones who has been affected by change (Foltin and Keller, 2012). Therefore, this indicates that emotionally intelligent supervisors can provide relevant job resources for employees to cope up with changes and to manage emotions involve with such changes.

The second hypothesis of the study was to measure the mediating effect of job resources between the impact of supervisor personality on employee job anxiety and based on the analytical results presented in chapter five it was supported. This has been supported by several findings. If the supervisor is having a positive personality and mind-set such as health awareness it has a positive relationship with organizational health climate (Vein *et al.*, 2020). Hence, these supervisors have a health promoting personality which ultimately support in employee wellbeing. According to these findings if the supervisors are having such personality, they can create a supportive and healthy organizational climate and identify job strains among their employees to maintain good wellbeing among employees.

9. Conclusions

Despite the available facilities within organization job anxiety has become a major issue. According to the findings of the study it was identified that supervisor plays a major role in determining employee anxiety level and this has been considered as one of the factors which provoke employee anxiety. Further the results of the study indicate that supervisor behaviour can be shaped by their emotional intelligence and personality levels since the people with high emotional intelligence and good personality can create quality relationship with others.

Moreover, according to the findings of the study it was found that there is an influence of supervisor emotional intelligence and supervisor personality on employee job anxiety through the job resources. Hence this indicates the importance

of job resources within organization. Managers of the organization can focus on developing job resources through supervisor emotional intelligence and personality levels.

10. Limitations and Future Research Directions

This study has measured the constructs objectively by using a questionnaire. This is one of the limitations of the study since the constructs such as job anxiety, job resources, personality and emotional intelligence are subjective constructs. Hence future researchers can conduct a qualitative study to get more detailed information and proper understanding about the mentioned constructs. The next limitation of this study is that the study is only based on apparel industry. However, job anxiety is a prevalence issue in other industries as well.

Hence future researchers can consider about other industries to study about the same issue. Further this study has taken only machine operators into consideration. Future researchers can do a comparison by considering other level employees as well than only entry level positions. Apart from that this study is a cross sectional study. The concepts like job anxiety level and supervisors of the company can be changes time to time. Hence, it is better to conduct a longitudinal study to get more accurate results. Moreover, in this study total number of population cannot be identified properly. Therefore, this study has used convenience sampling method which reduced generalizability. Further future researchers can use different scales and larger sample than this study has used to ensure whether it gives the same results.

References

- Abbasi, S. G. (2018). Leadership styles: Moderating impact on job stress and health. *Journal of Human Resources Management Research*, 1–11.
- Adil, M. S., & Baig, M. (2018). Impact of job demands-resources model on burnout and employee's well-being: Evidence from the pharmaceutical organisations of Karachi. *IIMB Management Review*, 30(2), 119–133.
- Ahmad, S. N. A., Rasid, S. Z. A., Abdul, M. S., & Rasool, N. A. M. I. (2021). Work stress and its impact on employees' psychological strain. *Social Sciences*, 11(8), 1466–1471.
- Aleksic, A., & Vukovic, M. (2018). Connecting personality traits with deviant workplace behaviour. *Journal of Media Critiques [JMC]*, 4(14).
- Alam, N., Joseph, D., & Sy, T. (2024). Mapping emotional intelligence and job performance: A bibliometric and thematic analysis. *Problems and Perspectives in Management*, 22(1), 1–15. [https://doi.org/10.21511/ppm.22\(1\).2024.01](https://doi.org/10.21511/ppm.22(1).2024.01)
- Anne, M. (2007). Personality, well-being and job resources: From negative paradigm towards positive psychology (No. 320). University of Jyväskylä.
- Anxiety Disorders Association of America (ADAA). (2015). Anxiety Disorders Association of America (ADAA) | DO-IT. Retrieved from <https://www.washington.edu/doit/anxietydisorders-association-america-adaa>
- Bakker, A. B., Demerouti, E., Hakanen, J. J., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274.
- Bakker, A. B., & Demerouti, E. (2018). Multiple levels in job demands-resources theory: Implications for employee well-being and performance. *Handbook of Well-Being*.
- Barreiro, C. A., & Treglown, L. (2020). What makes an engaged employee? A facet-level approach to trait emotional intelligence as a predictor of employee engagement. *Personality and Individual Differences*, 159, 109892.
- Bayes, A., Tavella, G., & Parker, G. (2021). The biology of burnout: Causes and consequences. *The World Journal of Biological Psychiatry*, 22(9), 686–698.
- Bennis, W. (2009). Crises reveal the quality of leadership. *Leader to Leader*, 2009(54), 27–31.
- Berberoglu, A. (2018). Impact of organizational climate on organizational commitment and perceived organizational performance: Empirical evidence from public hospitals. *BMC Health Services Research*, 18(1), 1–9.
- Bies, R. J., & Tripp, T. M. (2005). The study of revenge in the workplace: Conceptual, ideological and empirical issues. Washington, DC.
- Bourdage, J. S., Goupal, A., Neilson, T., Lukacik, E. R., & Lee, N. (2018). Personality, equity sensitivity, and discretionary workplace behaviour. *Personality and Individual Differences*, 120, 144–150.
- Bragg, C. B., & Bowling, N. A. (2018). Not all forms of misbehavior are created equal: Differential personality facet-counterproductive work behavior relations. *International Journal of Selection and Assessment*, 26(1), 27–35.
- Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O., & Espevik, R. (2013). Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology*, 87(1), 138–157. <https://doi.org/10.1111/joop.12041>

- Bhutta, Z. A., Basnyat, B., Saha, S., & Laxminarayan, R. (2020). Covid-19 risks and response in South Asia. *BMJ*, 368. <https://doi.org/10.1136/bmj.m1190>
- Carlson, D., Ferguson, M., Hunter, E., & Whitten, D. (2012). Abusive supervision and work–family conflict: The path through emotional labor and burnout. *The Leadership Quarterly*, 23(5), 849–859. <https://doi.org/10.1016/j.leaqua.2012.05.003>
- Carlotto, M. S., & Câmara, S. G. (2019). Prevalence and predictors of Burnout Syndrome among public elementary school teachers. *Análise Psicológica*, 37(2), 135–146.
- Chevalier, S., et al. (2025). Emotional intelligence, transformational leadership, and employee psychological wellbeing. *Frontiers in Organizational Psychology*, 16, Article 1578835. <https://doi.org/10.3389/forgp.2025.1578835>
- Civelek, M. E. (2018). Essentials of structural equation modeling. *Essentials of Structural Equation Modeling*.
- Ciarrochi, J. V., Chan, A. Y., & Caputi, P. (2000). A critical evaluation of the emotional intelligence construct. *Personality and Individual Differences*, 28(3), 539–561.
- Clack, L. (2020). Employee engagement: Keys to organizational success. In *The Palgrave Handbook of Workplace Well-Being* (pp. 1–28).
- Cohen, S., Mermelstein, R., Kamarck, T., & Hoberman, H. M. (1985). Measuring the functional components of social support. In *Social support: Theory, research and applications* (pp. xx–xx). Springer.
- Corr, P. J., & Matthews, G. E. (2020). *The Cambridge handbook of personality psychology*. Cambridge University Press.
- Demerouti, E., & Bakker, A. B. (2014). Job demands–resources theory. In *Wellbeing: A complete reference guide* (pp. 1–28).
- Demerouti, E., Seppälä, P., Hakanen, J. J., & Tolvanen, A. (2018). A job resources-based intervention to boost work engagement and team innovativeness during organizational restructuring: For whom does it work? *Journal of Organizational Change Management*.
- Denissen, J. J., Geenen, R., Soto, C. J., John, O. P., & Van Aken, M. A. (2019). The Big Five Inventory–2: Replication of psychometric properties in a Dutch adaptation and first evidence for the discriminant predictive validity of the facet scales. *Journal of Personality Assessment*.
- Einarsen, S., Skogstad, A., Rørvik, E., Lande, Å. B., & Nielsen, M. B. (2018). Climate for conflict management, exposure to workplace bullying and work engagement: A moderated mediation analysis. *The International Journal of Human Resource Management*, 29(3), 549–570.
- Eschleman, K. J., Bowling, N., & Zelazny, L. (2020). Getting a grip on the grippers: Curmudgeon personality's relationships with job attitudes and employee wellbeing. *Personality and Individual Differences*, 167, 110253.
- Field, A. (2005). *Reliability analysis*. SAGE, London.
- Fernet, C., Trépanier, S., Austin, S., Gagné, M., & Forest, J. (2015). Transformational leadership and optimal functioning at work: On the mediating role of employees' perceived job characteristics and motivation. *Work and Stress*, 29(1), 11–31. <https://doi.org/10.1080/02678373.2014.1003998>
- Foltin, A., & Keller, R. (2012). Leading change with emotional intelligence. *Nursing Management*, 43(11), 20–25.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 18, 382–388.

- Gilbert, M. H., Dagenais-Desmarais, V., & St-Hilaire, F. (2017). Transformational leadership and autonomy support management behaviors: The role of specificity in predicting employees' psychological health. *Leadership & Organization Development Journal*.
- Goleman, D. (1995). *Emotional intelligence*. Bantam Books.
- Goleman, D., Boyatzis, R. E., & McKee, A. (2002). *The new leaders: Transforming the art of leadership into the science of results*.
- Greenberg, P., Sisitsky, T., Kessler, R., Finkelstein, S., Berndt, E., & Davidson, J. (1999). The economic burden of anxiety disorders in the 1990s. *The Journal of Clinical Psychiatry*, 60(7), 427–435. <https://doi.org/10.4088/jcp.v60n0702>
- Harvey, P., Stoner, J., Hochwarter, W., & Kacmar, C. (2007). Coping with abusive supervision: The neutralizing effects of ingratiation and positive affect on negative employee outcomes. *The Leadership Quarterly*, 18(3), 264–280. <https://doi.org/10.1016/j.leaqua.2007.03.008>
- Henderson, S., Andrews, G., & Hall, W. (2000). Australia's mental health: An overview of the general population survey. *Australian & New Zealand Journal of Psychiatry*, 34(2), 197–205. <https://doi.org/10.1080/j.1440-1614.2000.00686>
- Hirani, S. S., Norris, C. M., Van Vliet, K. J., Van Zanten, S. V., Karmaliani, R., & Lasiuk, G. (2018). Social support intervention to promote resilience and quality of life in women living in Karachi, Pakistan: A randomized controlled trial. *International Journal of Public Health*, 63(6), 693–702.
- Hobfoll, S. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hobfoll, S. E. (2001). [Entry on conservation of resources theory]. *Applied Psychology: An International Review*, 50(3).
- Hobman, E. V., Restubog, S. L. D., Bordia, P., & Tang, R. L. (2009). Abusive supervision in advising relationships: Investigating the role of social support. *Applied Psychology*, 58(2), 233–256. <https://doi.org/10.1111/j.1464-0597.2008.00330.x>
- Hobfoll, S. E., Freedy, J., Lane, C., & Geller, P. (1990). Conservation of social resources: Social support resource theory. *Journal of Social and Personal Relationships*, 7(4), 465–478.
- Hoogh, A. H., Den Hartog, D. N., & Kalshoven, K. (2011). Ethical leader behavior and big five factors of personality. *Journal of Business Ethics*, 100(2), 349–366.
- Hossain, M. M., & Purohit, N. (2019). Improving child and adolescent mental health in India: Status, services, policies, and way forward. *Indian Journal of Psychiatry*, 61(4), 415–419. https://doi.org/10.4103/psychiatry.IndianJPsychiatry_217_18
- Hossain, M. M., Hasan, M. T., Sultana, A., & Faizah, F. (2019). New Mental Health Act in Bangladesh: Unfinished agendas. *The Lancet Psychiatry*, 6(1). [https://doi.org/10.1016/S2215-0366\(18\)30472-3](https://doi.org/10.1016/S2215-0366(18)30472-3)
- Hossain, M. M., Purohit, N., Sultana, A., Ma, P., Mckyer, L. J., & Ahmed, U. (2020). Prevalence of mental disorders in South Asia: An umbrella review of systematic reviews and meta-analyses. *Asian Journal of Psychiatry*. <https://doi.org/10.1016/j.ajp.2020.10204>
- Hossain, M. M., Sultana, A., & Tasnim, S. (2020). Prevalence of mental disorders among people who are homeless: An umbrella review. *International Journal of Social Psychiatry*, 66(6), 528–541. <https://doi.org/10.1177/00207640209246891>
- Jacob, J. I., Jeffrey Hill, E., Shannon, L. L., Brennan, R. T., Blanchard, V. L., & Martinengo, G. (2008). Exploring the relationship of workplace flexibility,

- gender, and life stage to family-to-work conflict, and stress and burnout. *Community, Work and Family*, 11(2), 165–181.
- Jayarathne, S., Himle, D., & Chess, W. A. (1988). Dealing with work stress and strain: Is the perception of support more important than its use? *The Journal of Applied Behavioral Science*, 24(2), 191–202.
- Jolly, P. M., Kong, D. T., & Kim, K. Y. (2021). Social support at work: An integrative review. *Journal of Organizational Behavior*, 42(2), 229–251.
- Jonsdottir, I. J., & Kristinsson, K. (2020). Supervisors' active-empathetic listening as an important antecedent of work engagement. *International Journal of Environmental Research and Public Health*, 17(21), 7976.
- Khan, S. I., Mahmood, A., Kanwal, S., & Latif, Y. (2015). How perceived supervisor support affects workplace deviance? Mediating role of perceived organizational support. *Pakistan Journal of Commerce and Social Sciences*, 9(3), 940–967.
- Khan, S., Anjam, M., Faiz, M. A., & Khan, F. (2019). Exploring the mediating role of feedback environment in the relationship between supervisors' emotional intelligence and employees' performance. *International Journal of Asian Business and Information Management*, 10(3), 91–104.
- Kim, S., & Wang, J. (2018). The role of job demands–resources (JDR) between service workers' emotional labor and burnout: New directions for labor policy at local government. *International Journal of Environmental Research and Public Health*, 15(12), 2894.
- Kline, R. B. (2011). *Convergence of structural equation modeling and multilevel modeling*. SAGE.
- Kristinsson, K., Jonsdottir, I., & Snorrason, S. (2019). Employees' perceptions of supervisors' listening skills and their work-related quality of life. *Communication Reports*, 32(3), 137–147. <https://doi.org/10.1080/08934215.2019.1634748>
- Lee, K., Ashton, M., & de Vries, R. (2005). Predicting workplace delinquency and integrity with the HEXACO and five-factor models of personality structure. *Human Performance*, 18(2), 179–197. https://doi.org/10.1207/s15327043hup1802_4
- Liu, W., Zhao, S., Shi, L., Zhang, Z., Liu, X., Li, L. I., ... & Fan, L. (2018). Workplace violence, job satisfaction, burnout, perceived organisational support and their effects on turnover intention among Chinese nurses in tertiary hospitals: A cross-sectional study. *BMJ Open*, 8(6), e019525.
- Marques-Pinto, A., Jesus, É. H., Mendes, A. M. O. C., Fronteira, I., & Roberto, M. S. (2018). Nurses' intention to leave the organization: A mediation study of professional burnout and engagement. *The Spanish Journal of Psychology*, 21.
- Martin, L. (2024). Emotional intelligence and happiness: Varied perspectives among managers and administrators. *Journal of Happiness Studies*, 25(3), 799–813. <https://doi.org/10.1007/s10902-023-00578-x>
- Matthews, G. (2018). Cognitive-adaptive trait theory: A shift in perspective on personality. *Journal of Personality*, 86(1), 69–82.
- Matthews, G. (2020). Against consensus: Embracing the disunity of personality theory. *Personality and Individual Differences*, 152, 109535.
- Mayer, J. D., Salovey, P., & Caruso, D. R. (2007). Mayer-Salovey-Caruso emotional intelligence test.
- Mededović, J., Čolović, P., Dinić, B. M., & Smederevac, S. (2019). The HEXACO personality inventory: Validation and psychometric properties in the Serbian language. *Journal of Personality Assessment*, 101(1), 25–31.

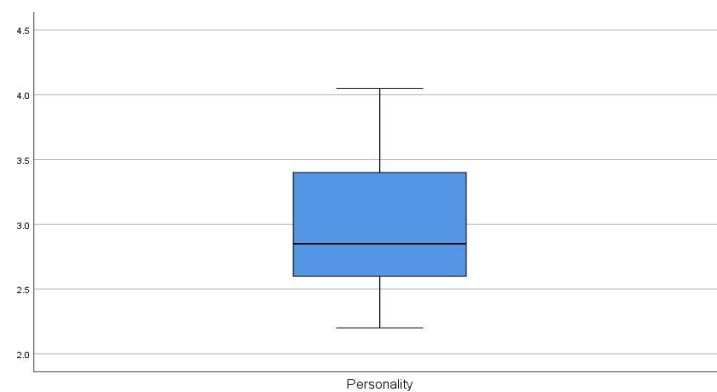
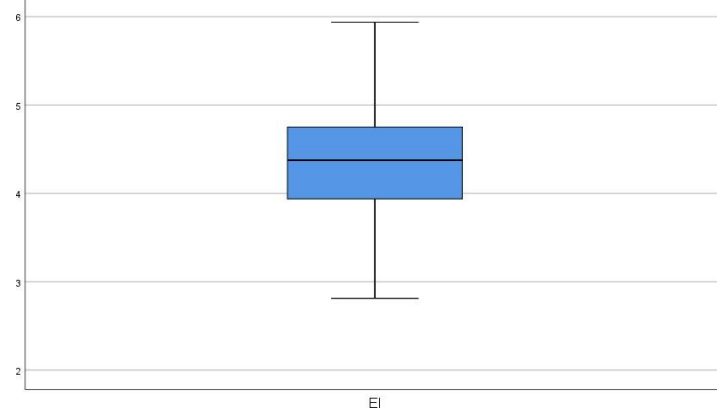
- Ministry of Health. (2017). Ministry of Health - HOME. Retrieved from http://health.gov.lk/moh_final/english
- Mineyama, S., Tsutsumi, A., Takao, S., Nishiuchi, K., & Kawakami, N. (2007). Supervisors' attitudes and skills for active listening with regard to working conditions and psychological stress reactions among subordinate workers. *Journal of Occupational Health*, 49(2), 81–87. <https://doi.org/10.1539/joh.49.81>
- Miao, C., Humphrey, R. H., & Qian, S. (2017). A meta-analysis of emotional intelligence effects on job satisfaction mediated by job resources, and a test of moderators. *Personality and Individual Differences*, 116, 281–288. <https://doi.org/10.1016/j.paid.2017.04.039>
- Miao, C., Qian, S., & Humphrey, R. (2020). Successful aging in small enterprises: Entrepreneurship, job demands-resources, and health. *Journal of Innovation Management*, 8(2), 11–15.
- Muchsinati, K., Saha, S., Winton, C., & Suleman, R. (2025). The effect of leaders' emotional intelligence and employee motivation on job satisfaction in the Ministry of Interior of UAE. *International Journal of Social Science and Economic Research*, 10(7), 2626–2644. <https://doi.org/10.46609/IJSSER.2025.v10i07.004>
- Muschalla, B., Vignoli, M., & Mariani, M. G. (2017). Workplace phobic anxiety as a mental health phenomenon in the job demands-resources model. *BioMed Research International*.
- Nash-Wright, J. (2011). Dealing with anxiety disorders in the workplace. *Professional Case Management*, 16(2), 55–59.
- Naveed, S., Waqas, A., & Chaudhary, A. M. D. (2020). Prevalence of common mental disorders in South Asia: A systematic review and meta-regression analysis. *Frontiers in Psychiatry*, 11, 899. <https://doi.org/10.3389/fpsyt.2020.573150>
- Nikiforow, N. (2019). Behavioral effects of feedback in management accounting research: A review of the current state. SSRN 3563500.
- Othman, M. S., Yunus, M. R. B. M., Wahab, N. B. A., & Ismail, M. S. (2018). The importance role of personality trait. *International Journal of Academic Research in Business and Social Sciences*, 8(7). <https://doi.org/10.6007/ijarbss/v8-i7/4530>
- Page, L., Kramer, M. R., & Klemic, G. (2019). A decade of reviews on leadership: A conceptual perspective and direction. *Journal of Leadership, Accountability & Ethics*, 16(5).
- Preston, M. S. (2020). Demands, control, goal-related feedback, and case managers' affective well-being: A two-sample mediation study. *Journal of Evidence-Based Social Work*, 17(3), 347–360.
- Qi, H., Liu, R., Chen, X., Feng, Y., Xiao, L., Yuan, X. F., ... & Wang, G. (2021). The proportion and associated factors of anxiety in Chinese adolescents with depression during the COVID-19 outbreak. *Journal of Affective Disorders*, 284, 114–119.
- Rachman, S., & Hodgson, R. (1974). Synchrony and desynchrony in fear and avoidance. *Behaviour Research and Therapy*, 12(4), 311–318.
- Rahman, A., Naslund, J. A., & Betancourt, T. S. (2020). The NIMH global mental health research community and COVID-19. *The Lancet Psychiatry*, 7(10), 834–836. [https://doi.org/10.1016/S2215-0366\(20\)30347-3](https://doi.org/10.1016/S2215-0366(20)30347-3)
- Reeve, J. (2015). Giving and summoning autonomy support in hierarchical relationships. *Social and Personality Psychology Compass*, 9(8), 406–418.
- Riaz, Z., Arif, A., Nisar, Q., Ali, S., & Sajjad Hussain, M. (2018). Does perceived organizational support influence the employees emotional labor? Moderating &

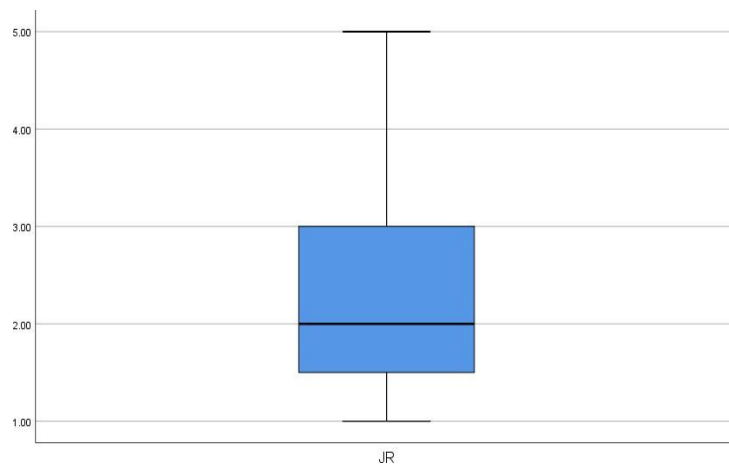
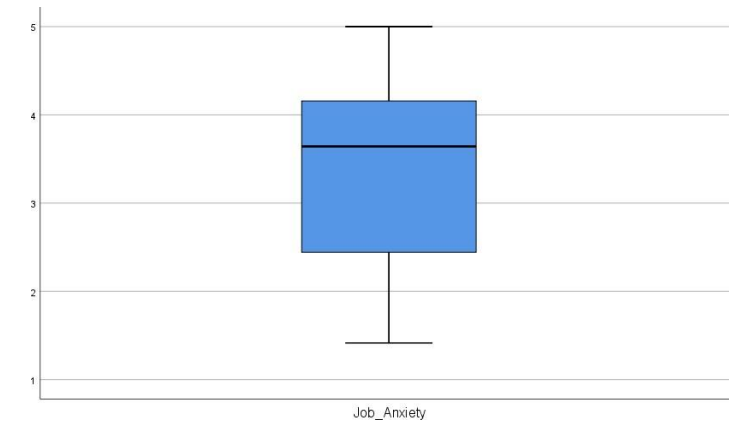
- mediating role of emotional intelligence. *Pakistan Journal of Humanities and Social Sciences*, 6(4), 526–543.
- Robinson, M. D. (2025). Working smarter: The role of work-related emotional intelligence in managing job stress and enhancing job satisfaction. *Journal of Occupational Health Psychology*, 30(2), 134–150. <https://doi.org/10.1037/ocp0000357>
- Rony, Z. T., Yasin, M., Lubis, F. M., & Syarief, F. (2020). The role of active constructive feedback in building employee performance (Case study at a private construction company in Indonesia 2018-2019). *International Journal of Psychosocial Rehabilitation*, 24(08), 9350–9359.
- Saadullah, S. M., Bailey, C. D., & Awadallah, E. (2020). Effects of supervisor's personality on the support, abuse, and feedback provided to junior accountants. In *Advances in Accounting Behavioral Research*. Emerald Publishing Limited. [https://doi.org/10.1108/S1474-7979\(2020\)0000020009](https://doi.org/10.1108/S1474-7979(2020)0000020009)
- Sanne, B., Mykletun, A., Dahl, A. A., Moen, B. E., & Tell, G. S. (2005). Testing the job demand-control-support model with anxiety and depression as outcomes: The Hordaland Health Study. *Occupational Medicine*, 55(6), 463–473. <https://doi.org/10.1093/occmed/kqi071>
- Sargent, L. D., & Terry, D. J. (2000). The moderating role of social support in Karasek's job strain model. *Work & Stress*, 14(3), 245–261.
- Schaufeli, W., & Enzmann, D. (1998). *The burnout companion to study and practice: A critical analysis*.
- Sinclair, A., & O'Regan, S. (2007). Mental health and work. Retrieved from <http://www.employment-studies.co.uk/network>
- Slemp, G. R., Kern, M. L., Patrick, K. J., & Ryan, R. M. (2018). Leader autonomy support in the workplace: A meta-analytic review. *Motivation and Emotion*, 42(5), 706–724. <https://doi.org/10.1007/s11031-018-9698-y>
- Smith, B. W., & Freedy, J. R. (2000). Psychosocial resource loss as a mediator of the effects of flood exposure on psychological distress and physical symptoms. *Journal of Traumatic Stress*, 13(2).
- Sörensen, J., Rzesutek, M., & Gasik, R. (2021). Social support and post-traumatic growth among a sample of arthritis patients: Analysis in light of conservation of resources theory. *Current Psychology*, 40(4), 2017–2025.
- Stansfeld, S. A., Fuhrer, R., Shipley, M. J., & Marmot, M. G. (1999). Work characteristics predict psychiatric disorder: Prospective results from the Whitehall II Study. *Occupational and Environmental Medicine*, 56(5), 302–307.
- Tepper, B. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of Management*, 33(3), 261–289. <https://doi.org/10.1177/0149206307300812>
- Topolewska, E., Skimina, E., Strus, W., Cieciuch, J., & Rowiski, T. (2014). The short IPIP-BFM-20 questionnaire for measuring the Big Five. *Roczniki Psychologiczne*, 17(2), 385–402.
- Torp, S., Grimsmo, A., Hagen, S., Duran, A., & Gudbergsson, S. B. (2013). Work engagement: A practical measure for workplace health promotion. *Health Promotion International*, 28(3), 387–396. <https://doi.org/10.1093/heapro/das022>
- Thun, S., & Bakker, A. B. (2018). Empowering leadership and job crafting: The role of employee optimism. *Stress and Health*, 34(4), 573–581. <https://doi.org/10.1002/smi.2818>
- Waghorn, G., & Chant, D. (2005). Employment restrictions among persons with ICD-10 anxiety disorders. *Psicothema*, 18, 13–25.

- Wang, P., Simon, G., & Kessler, R. (2003). The economic burden of depression and the cost-effectiveness of treatment. *International Journal of Methods in Psychiatric Research*, 12(1), 22–33. <https://doi.org/10.1002/mpr.139>
- Windlinger, R., & Züger, L. (2022). Job demands, job resources and well-being of staff in extended education services in Switzerland: A longitudinal study. *IJREE–International Journal for Research on Extended Education*, 9(2), 250–267.
- Wong, C. S., & Law, K. S. (2004). Wong and Law emotional intelligence scale. *The Leadership Quarterly*.

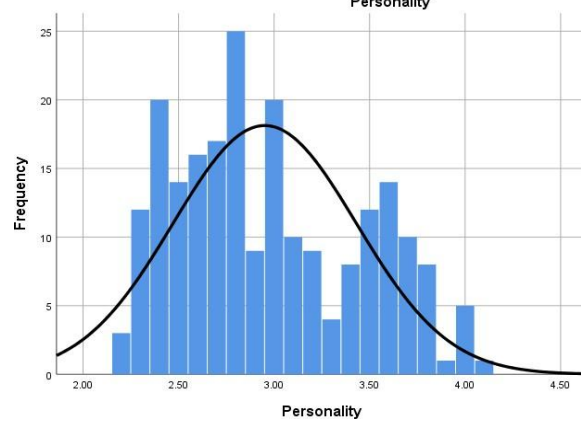
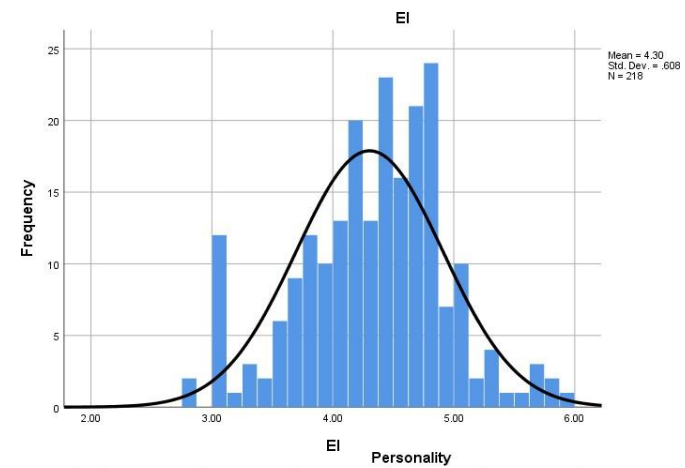
Appendices

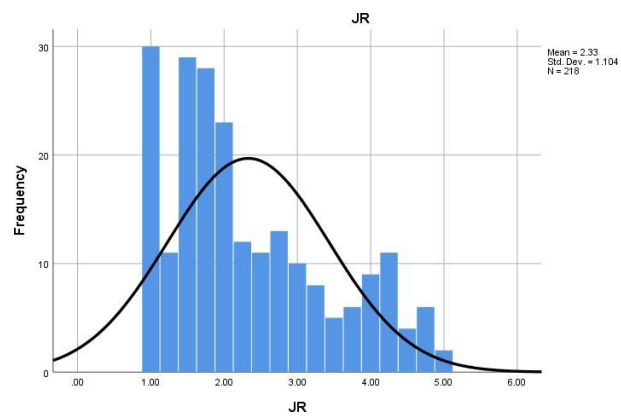
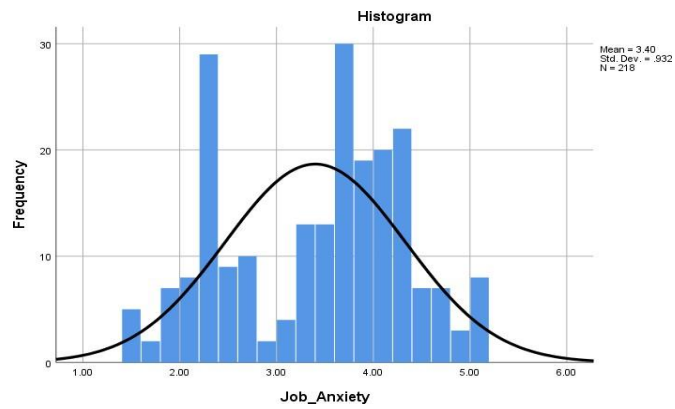
Appendix A: Outliers





Appendix B: Normality Figures



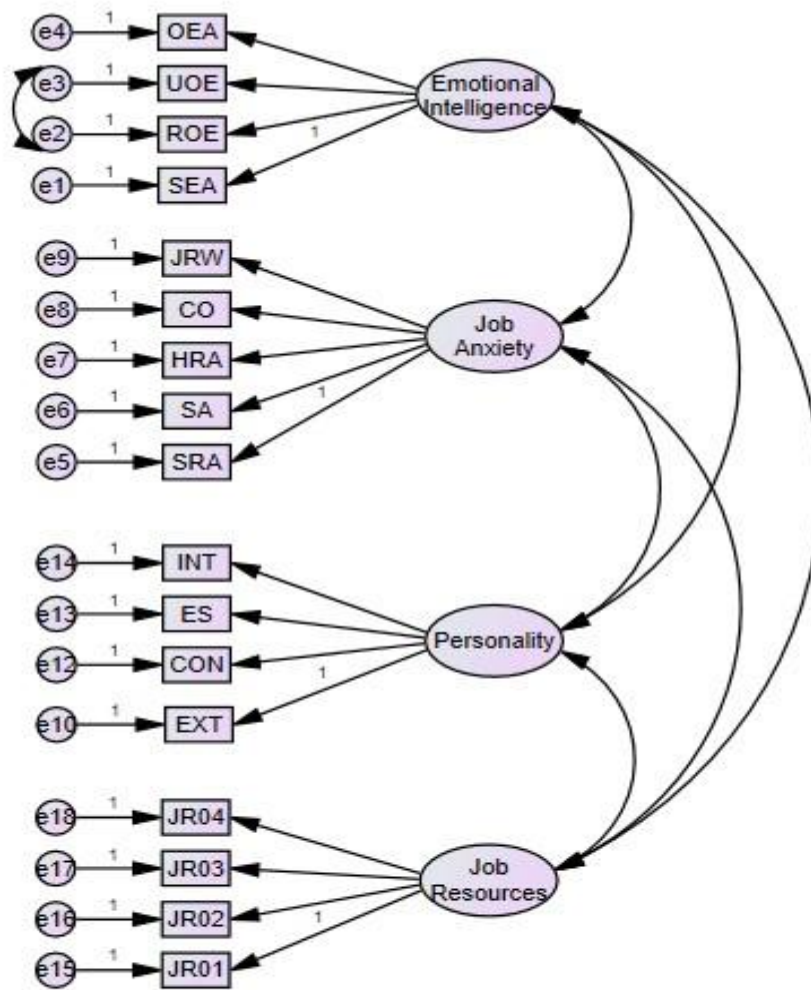


Appendix C: Standardized Regression Weights

	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

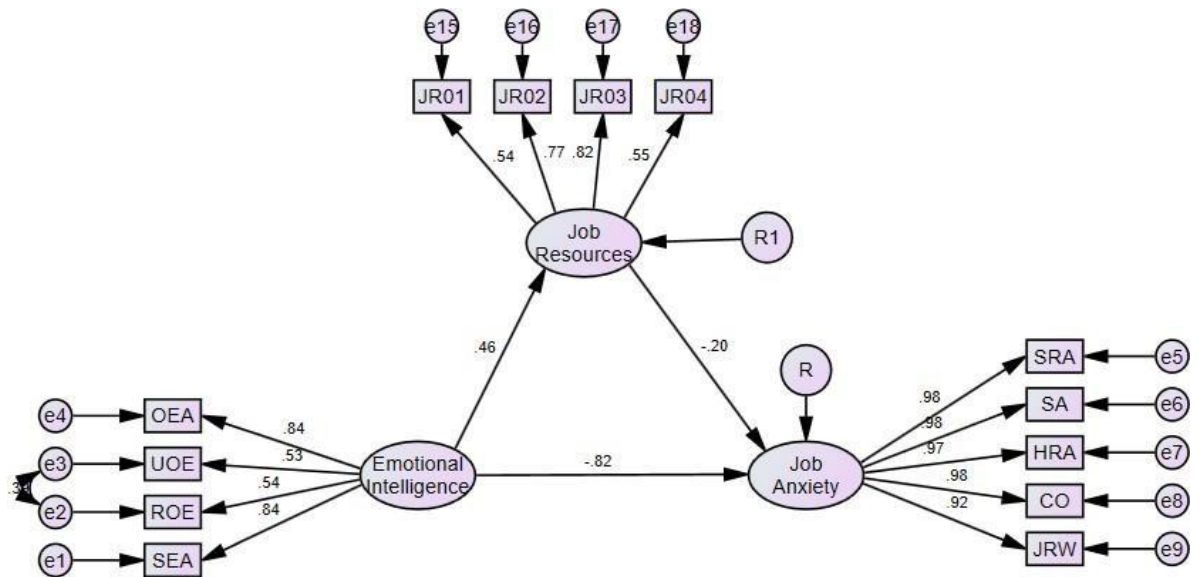
JR01 <---	Sups	.539
JR02 <---	Sups	.776
JR03 <---	Sups	.812
JR04 <---	Sups	.557
EXT <---	Per	.563
CON <---	Per	.904
ES <---	Per	.893
INT <---	Per	.807

Appendix D: Final Measurement Model



Source: Survey Data, 2022

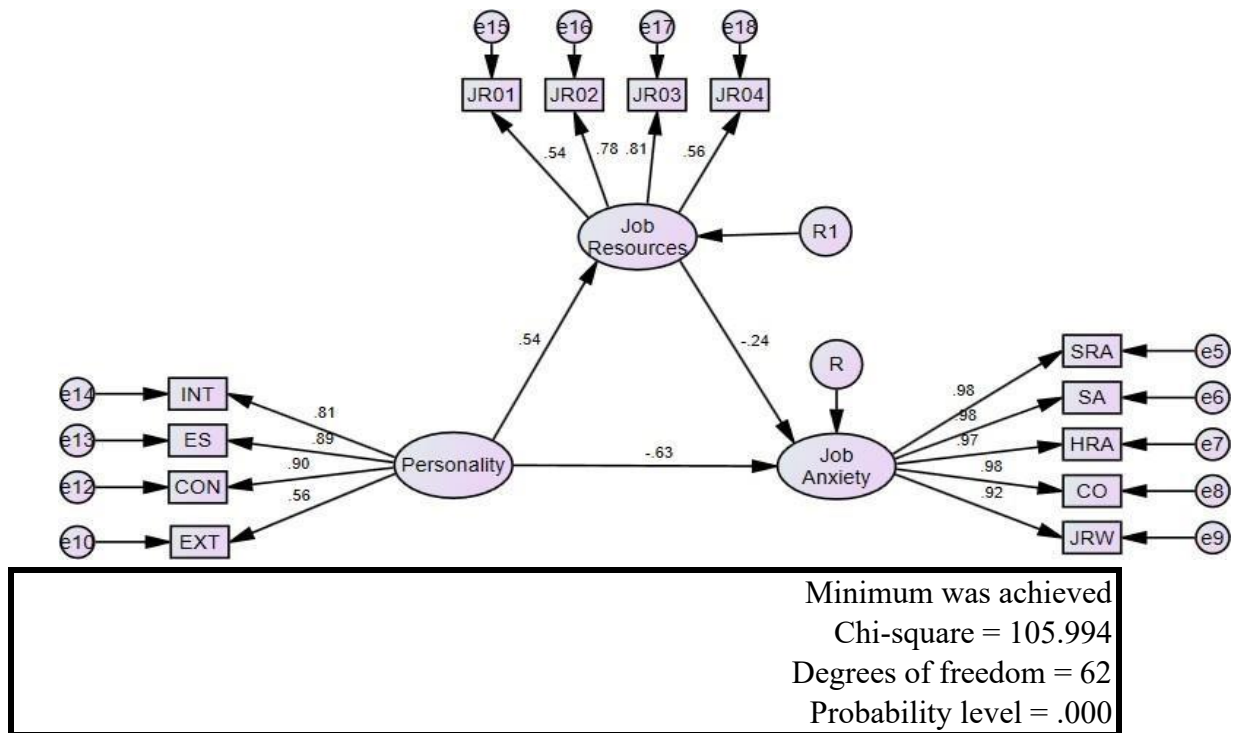
Appendix E: Structural Model for H1



Minimum was achieved
Chi-square = 162.341
Degrees of freedom = 61
Probability level = .000

Source: Survey Data, 2022

Appendix F: Structural Model for Hypothesis 02



Source: Survey Data, 2022