ASIAN JOURNAL OF INTERDISCIPLINARY RESEARCH

Asian Research Association

Supervisor's Emotional Intelligence and Personality of Supervisor as Determinants of Employee Job Anxiety: A Systematic Literature Review

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Abstract: The employee job anxiety has been a concept which has been gain more attention in the present world specially in relation with the changes of environment and economy. Available literature has been provided evidence to prove the fact that supervisors can be anxiety provoking factor within organization and emotional intelligence and personality can shaped the behavior of supervisors. However, despite the available evidence there were no reviews to be found in relation to this area. Hence, this review aims to highlight the gap in the existing empirical studies and to provide suggestions for future research. This study has conducted the review by searching papers through Google Scholar and Emerald Insight which have been published in 1990-2022. As with the findings of selected articles the gap in the existing studies have been able to be highlighted and there were many empirical studies were available in relation to job anxiety. Accordingly, suggestions for future studies have been given based on the findings of the review.

Keywords: Job Anxiety, Supervisor Emotional Intelligence, Supervisor Personality, Employee Wellbeing

1. Introduction

In the present business environment, the biggest challenge for employers and employees is mental health due to the continuously evolving dynamic work environment. 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 (Wang *et al.,* 2003). Further 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 indicate that most of the common mental disorders such as anxiety and depression have been underrecognized 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 be arisen from the prevailing situational context of an individual and person's imaginational involvement with the work situational contexts. Therefore, these patterns of behavior are considered as job anxiety (Srivastava & 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 with related to the work organizational get more importance in modern societies since those related with long durations of sick leaves and workplace anxieties impact for employee fitness for work and employability as well.

In the past decades many numbers of studies have been conducted and published in relation to the job anxiety among different individuals. Some studies have been carried out to find out the relationship between anxiety

with job satisfactions, employee performance (Jones *et al.,* 2011). Further some studies have been carried out to measure the relationship between employee personality and employee mental health/psychological wellbeing including stress and anxiety (Marzuki, 2013; Marchand & Lamarche, 2019; Stansfeld, 2018). Recent studies have been conducted to identify the job anxiety level of employees with the pandemic situation in worldwide (Obrenovic *et al.,* (2021). The study of Jones *et al.,* (2011) has been carried out to understand about the job anxiety, work related psychological; illness and work performance. In relation to the previous studies, it has illustrated that there is a strong scholar interest in relation to employee job anxiety. However, most of the studies focuses on job anxiety in relation with the job performance, job satisfaction or employee personality and employee emotional intelligence.

According to the several analyses it has been evident that supervisor emotional intelligence also plays a major role in terms of employee job anxiety (Michel *et al.,* 2014). Moreover, employee job anxiety can be result from supervisor personality type and it has been evident about this according to the previous research (Bourdage *et al.,* 2015; Wells, 2017; Tepper, 2007). Hence, it can be suggested that supervisor emotional intelligence and supervisor personality can provoke employee job anxiety and they are important determinants of employee job anxiety.

Mainly the role of supervisors is to instruct, supervise and assess the employees work and reward and punish accordingly. Based on this supervisor are considered as an anxiety provoking factor (Muschalla, 2008). According to the studies it was found that most of patients who has been experience anxiety within workplace has been impacted by mobbing from their supervisors. Even though the supervisor has been considered as an important provoking factor of job anxiety of employees, the prior researchers have not conducted a systematic review by taking supervisor emotional intelligence and supervisor personality into consideration as determinants of job anxiety of employees. Accordingly, this review paper aim to highlight the gap in the existing studies by recognizing importance of supervisor emotional intelligence and personality in job anxiety of employees and to suggest future research directions. Hence, this paper contributes to the job anxiety and mainly by specifying supervisor emotional intelligence and personality as determinants of employee job anxiety. Therefore, the objectives of this study are, to identify the availability of empirical studies in relation to how supervisor's emotional intelligence and personality determine employee job anxiety and to identify the methodological issues applied in existing empirical studies.

2. Key Words Elucidated
2.1 Job Anxiety

According to the Rachman (1974), the feeling of long-term uneasy suspense is known as anxiety. When people are having anxiety, they feel uncomfortable and urge to flee (Lazarus & Lazarus, 1994). According to Kittner (2003), it can be identified different classifications of job anxieties such as anxieties related to the loss of job, aging and illness, anxieties related to the colleagues and superiors, anxieties related with workplace changes, responsibilities, achievement. Further it has identified about workaholism, manager anxieties and gender anxieties as special forms of anxieties in the workplace. Anxiety can be related with different simple or complex stimulus such as different objects, persons, or situations. Workplace related anxieties or job anxieties are related to such special stimuli which is the workplace. When it comes anxiety in the workplace it can be appear in different qualities such as workplace related situational fears, workplace related panic reactions, workplace related posttraumatic stress, workplace related generalized anxiety and workplace related specific and unspecific social phobia (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 appear in different ways within organization. According to Muschalla (2008), "They can be 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.

2.2 Supervisor's Emotional Intelligence

According to the Mayer and Salovey (2001), Emotional intelligence has been defined as the "ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate

thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth". According to Bar-on (1997), emotional intelligence can be defined as non-cognitive skills and capabilities which impact on person's ability to cope up with demands and pressures in environment. Supervisors' emotional intelligence can be defined as supervisors' ability to perceive emotions, help emotions for thinking and solving problems, ability to understand consequences and causes of emotions and manage self-emotions and emotions of others (Caruso, 2004).

2.3 Personality of Supervisor

People are born with different and unique characteristics from one to another. Personality of a person is known as individuals' emotional, physical and cognitive qualities which make them differ from each other. The way of thinking, behavior of people, emotional reactions and responses can be used identify different individuals' personality (Rahimi, 2007). 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).

2.4 Job anxiety, Supervisor Emotional Intelligence and Supervisor Personality

The relationship type among the organization's employees and the immediate supervisor is considered as unique and extremely significant (Fiedler *et al.,* 1986). 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. Further according to the Bourdage *et al.,* (2015), it indicates that the supervisors who have low honesty and humility can behave in a way that which create negative impact to the employee mental health. As mentioned by the Wells (2017), the female supervisors who are having low sincerity in their personality creates 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. 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."

One dimension of emotional intelligence is empathy and the leader with empathy can empowers employees by interacting with them cooperatively and motivating, understanding, and recognizing their feelings and thoughts. Leader's moods and actions can have a negative impact on employees and also if the leader is having good empathy it helps to understand employees and give them confidence to solve problems and conflicts. Further supervisors who are emotionally intelligent have more satisfied teams and they can develop working relationship with employees, help them to cope up with changes and facilitate teamwork (Michel *et al.,* 2014).

According to the Mary *et al.,* (2014), supervisor who have negative emotions, anger and anxiety can behave in an abusive way towards their subordinates and that can be led to employee anxiety. Therefore, it is important to have awareness and control over own emotions by supervisors of the organization. According to the Stansfeld *et al.,* (1999), supervisors social support can impact to less depression and anxiety of employees. Further as per the literature when you have the perception of available social support from other can lead to reduce mental health related issues since it helps individuals to avoid negative events (Cohen *et al.,* 1985). According to Jonsdottir *et al.,* (2020), social support includes supervisors' listening, providing advice and showing empathy and trust. As per the existing literature it was identified that social support of supervisors which includes empathy and trust is an important predictor of employee wellbeing including job anxiety.

Moreover, existing research identified that supervisors who have empathetic listening and open communication between supervisor and subordinators are predictors of employee job anxiety (Mineyama *et al.,* 2007). As indicated by Kristinsson *et al.,* (2019), the employees who identified their supervisor as having high person-centered attitude which is the main attitude related to empathy have less anxiety and depression.

3. Methods

In this systematic review it has used two search engines Google scholar and Emerald insight with the key words of job anxiety, employee wellbeing, supervisor emotional intelligence, supervisor personality. Mainly it has taken sources published between 1990-2022. Accordingly, as the search result there were 160 papers in google scholar and 37 papers in Emerald insight. PRISMA flow diagram which has been recommended for the systematic literature review has been used as the selection procedure of articles (Liberati *et al.,* 2009). The steps of PRISMA article selection called identification, screening and included have been followed in this study and this has been presented in Figure 1. The search terms and criteria, databases determination and data extraction method has included in the identification step of the PRISMA flow diagram. As mentioned previously search terms of job anxiety, supervisor emotional intelligence and supervisor personality have been used with "AND" and "OR" operatives between terms.
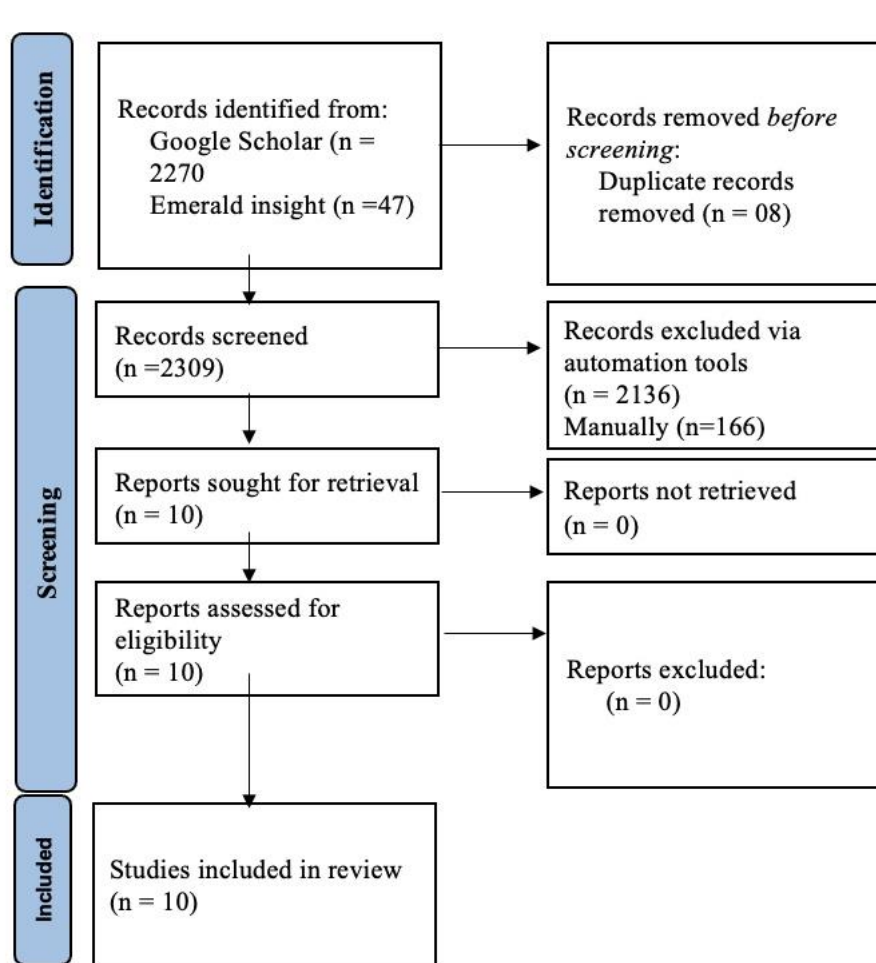
Figure 1: PRISMA Article Selection Flow Diagram.

Source: Authors' Construction

In the second step of the PRISMA 2020 flow diagram the selected articles have been screened and this includes screening, retrieval, and eligibility assessments of each article (Meline, 2006). Hence, the articles which were not match with the inclusion criteria has been removed. The authors, title, publication journal, year of publication, volume, number, and pages were exported to MS excel for this purpose. As per this study inclusion criteria were empirical studies which have been published during 1990-2022 in English. The screening has been done through automation in google scholar and emerald insight by year and content type. Screening of articles published in English has been done manually. Accordingly, it has excluded articles which has published out of the considered time frame and non-English articles along with other publication types such as books, chapters of books etc. Further after reviewal of abstracts of articles it was found that there were articles which are not relevant to the study.

Accordingly, the empirical articles' findings which were not relevant to the study were excluded and the articles with findings which are relevant to the job anxiety and supervisor emotional intelligence and personality have been included for the review. The full articles which have been selected were retrieved for the next step of screening which is the eligibility assessment. This has been done manually by the authors by considering the minimum acceptable level. The empirical studies which were either quantitative or qualitative and published in English were considered as the minimum acceptable level. Accordingly, all the articles retrieved were met with the minimum acceptable level. Hence no articles were excluded at this stage.

4. Discussion and Findings

This section presented the summary of findings and discussion on findings in relation to the selected papers which were published in eight different journals across different years. Findings and discussion have been done based on the research methods, research setting, time frame and theoretical lenses.

Table 1 Distribution of Published Journals and Years

Source: Review Data

| Published Journal	1990-2007	2008	2009-2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
MDPI Journal											1			1
frontiers in psychology							1			1			1	3
The Service Industries Journal										1				1
International Journal of Management (IJM)												1		1
International Journal of Business and Economic Affairs													1	1
European Journal of Work and Organizational Psychology		1												1
Journal of Managerial Psychology				1										1
Kybernetes Journal													1	1
		1	0	1	0	0	1	0	0	2	1	1	3	10

4.1 Adapted Research Methods

The selected studies have been falls under quantitative research methods where all the studies have used survey questionnaire to collect data. The study which has been conducted to measure the relationship between workplace ostracism and job anxiety has used survey approach and five-point Likert scales have been used to measure the latent variables in the study (Samma *et al.,* 2020). Most of the selected studies have been used five-point Likert scale questionnaires to collect data. The study which has been conducted to measure workplace harassment has used 7-point Likert scale to measure the constructs. Accordingly, all the selected articles for the review have been used quantitative method.

4.2 Research Setting

The studies have been done across different countries and different industries as presented in figure 2. Most studies relevant to this study were conducted in Pakistan which represent the majority percentage of the sample of the review. Accordingly, the studies selected for the review have been conducted across seven different countries.
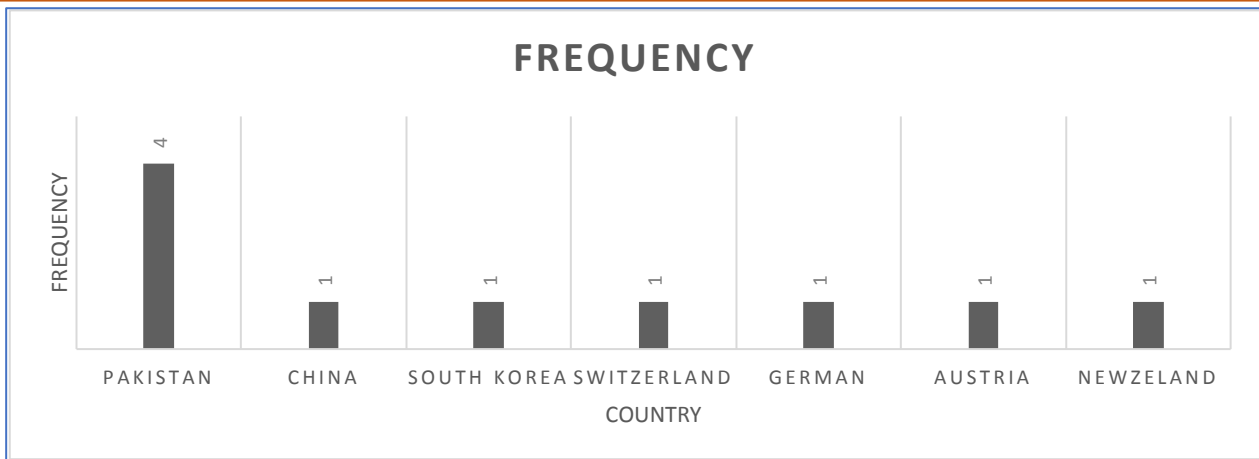
Figure 2 Frequency of surveyed countries

Source: Review Data

4.3 Selected Industries for the study

As per the selected papers the studies have been conducted across different industries. As shown in the table 2 most of the studies have been selected health care sector for their research. For example, the study by Bano et al., (2021) has measured the workplace bullying in relation with the employee distress including job anxiety by selecting hospitals in Pakistan. The studies which have been conducted to measure neutralizing workplace bullying, role of job anxiety in terms of workplace bullying and the relationship between leadership and psychological distress also have used healthcare industry by mainly focusing on either patients or nurses as their population (Helena et al., 2013; Nauman et al., 2019; Chaudhary et al., 2022). Further Most of the studies have been carried out in service industry than manufacturing industry.

Table 2 Distribution of Industries

Source: Review Data

Selected Sector/ Industry	Number of Papers
Entrepreneurial SMEs	1
Telecommunication sector	1
Hotel industry	1
Health care Sector	4
Banking sector	1
R&D and Public Admin industry	1

4.4 Usage of Theoretical Lenses

Most of the studies in relation to job anxiety have been used conservation of resource theory. In the study of Samma et al., (2020), conservation of resource theory has been used in relation with workplace ostracism and job anxiety. The studies of Nauman et al., (2019), and Chaudhary et al., (2022), which has measure workplace bullying in relation to supervisors and leaders and employee well being also has used conservation of resource theory as the base of their studies. Further some studies have used social identity theory or social exchange theory. For example, the study of Cao (2022), has measured the interpersonal injustice with the moderating role of high-performance work stress. In here they have used social identity theory to explain the influence of organizational unfairness to the knowledge concealment with the moderating effect of emotional weariness. Moreover, social exchange theory has been used by the study of Khattak et al., (2022), in measuring perceived organizational support and employee health.

Table 3 Distribution of theories

Source: Review Data

Theory Used	Number of Articles
Conservation of resource theory	3
Social identity theory	1
Social exchange theory	1

4.5 Time Frame

As shown in the table 4 most studies which have been selected for the review have conducted cross sectional studies while three studies have conducted longitudinal studies. The study of Khattak *et al.,* (2022), has collected data with a time lag. Further the study of Jennifer *et al.,* (2008), also has conducted a longitudinal study by collecting data in two time with a half a year apart. Accordingly, the remaining studies have been used cross sectional study method.

Table 4 Distribution of Time Frame
Source: Review Data

Time Frame	Number of Articles
Longitudinal	3
Cross Sectional	7

5. Conclusions

The current review has been conducted in relation to the employee job anxiety by considering supervisor emotional intelligence and personality as determinants. The review findings have been revealed the lack of availability of empirical studies in relation to the review topic. Most of the empirical studies which have been selected for the study have not separately concerned about the supervisor emotional intelligence and personality and it has concerned supervisor behaviour as an overall concept. Further most of the studies have been focused on abusive supervision and under that it has highlighted their personality and emotional intelligence characteristics. Further the research related to employee anxiety has not considered anxiety as a separate concept under wellbeing where most of studies have measured wellbeing as an overall concept. Mostly studies have either consider employee well-being, mental health or job satisfaction and under these concepts they have measured job anxiety of employees as a sub concept. Further these empirical studies have not being given attention to different types of anxieties. Hence despite the available literature lack of attention has been given to this area in empirical studies. Further all the selected studies have been used quantitative method in their study where there is lack of qualitative studies. Hence, Future researchers can consider the mentioned suggestions in section six of this study as base of their studies.

6. Limitations and Implications for Future Research

The process of selection of empirical papers has been revealed the gaps in empirical studies. As mentioned, it has selected ten papers which are relevant to this study. However, the papers selected are mainly concerned about the supervisor role as an overview rather than focusing on factors individually which shape their behavior. The study of Samma et al. (2020), has used supervisor influence under the workplace ostracism and measured it with the job anxiety. Further most of the studies have been used abusive supervision or workplace bullying which have been shaped by their personality to measure the influence towards employees (Cao, 2022; Jung *et al.,* 2019; Bano *et al.,* 2021; Cooper *et al.,* 2013; Nauman *et al.,* 2019; Chaudhary *et al.,* 2022). However, none of these studies have been

not directly measured the influence of supervisor emotional intelligence or supervisor personality. Hence there is a gap in the empirical studies which have been conducted up to now in relation to this area.

Further most of studies are either focusing on employee mental health, employee wellbeing or distress. Under these terms they have measured job anxiety, depression, or stress as overall concept by using a single or multiples scales. Measurement of overall wellbeing may not be able to bring accurate results. Therefore, future studies should be focused on job anxiety as separate concept and in here it can be considered different types of job anxieties as well. Apart from that in terms of research methodology it was found that all the studies which have been selected have used quantitative research method. Future researchers can conduct qualitative research or mixed methods and incorporate interviews for the data collection process for the detailed information collection. Further only three studies have been used longitudinal studies as per the findings. Hence, the usage of rigorous research designs such as longitudinal or experimental methods will be more helpful for the future researchers to reduce bias issues of common methods.

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Cite this Article
J.K.S.P. Somasiri, G.A.T.R. Perera, Supervisor's Emotional Intelligence and Personality of Supervisor as Determinants of Employee Job Anxiety: A Systematic Literature Review, Asian Journal of Interdisciplinary Research, 5(4) (2022) 14-23. https://doi.org/10.54392/ajir2242