

Supervisor Bottom-Line Mentality in the Hospitality Industry: The Role of Anxiety and Mindfulness

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Highlights:

- The double-edged effects of supervisor BLM in the hospitality work setting.
- Supervisor BLM elicits employees' experiences of anxiety.
- Mindfulness tempers anxiety following supervisor BLM.
- Anxiety could have a positive influence by enhancing help-seeking behavior at work.

Abstract

The volatile business environment compels hospitality organizations to emphasize profits, as reflected in the widespread adoption of supervisor bottom-line mentality (BLM). Building on transactional model of stress and coping, this research examines how supervisor BLM influences employee anxiety and following problem-focused coping strategies, and the role of mindfulness. We tested the hypotheses by conducting two multi-wave studies (Studies 1 & 2) and one scenario-based experiment (Study 3). Study 1 found that supervisor BLM triggered employee anxiety, prompting help-seeking behaviors, and contingent on employee mindfulness. Study 2 yielded a more neutral view of the effect of anxiety, revealing the negative influence of supervisor BLM on employee proactive behaviors via anxiety. Study 3 extended the external validity and revealed the causal inferences of the proposed relationships. The findings extend the limited theoretical literature on frontline employee anxiety and help hospitality practitioners more fully understand the complexity of BLM and employee anxiety.

Keywords: supervisor bottom-line mentality, hospitality employee mindfulness, employee anxiety, transactional model of stress and coping, employee coping behaviors

INTRODUCTION

Background Information

Emotions are crucial psychological responses to external stimuli and function as environment–behavior interfaces in the workplace (Lord & Kanfer, 2002). Examining employees’ emotions in hospitality and tourism contexts is especially vital (Choi et al., 2022; Park et al., 2023). Given the characteristic of people-oriented in the hospitality work settings, frontline employees frequently interact with supervisors, coworkers, and customers, and these interactions prompt various discrete emotions (Wang et al., 2025; Liu & Liu, 2025). However, limited research devoted to hospitality employees’ emotions. Between 2010 and 2020, only 61 peer-reviewed research papers—an average of 6 papers per year—investigated hospitality employees’ discrete emotions at work (Hwang et al., 2021). A more robust understanding of the precursors, consequences, and boundary conditions of employees’ discrete emotions is necessary to strengthen both the hospitality management literature and customer service management in important ways.

Among innumerable discrete emotions, anxiety is one of the most salient in the contemporary post-COVID era. This is because of the ongoing global economic recession and individuals’ increased uncertainty about the future. In the hospitality industry, 9 out of 10 hospitality workers report experiences of anxiety at work (Edmonds, 2024). Among different positions, nearly 33% of hospitality frontline employees were more likely to suffer anxiety than their non-frontline peers (Kalser, 2024). Given the prevalence of anxiety among hospitality employees, the investigation of anxiety in the hospitality literature seems particularly limited (Hwang et al., 2021). We propose that the existing body of knowledge regarding anxiety is especially lacking in two aspects: (1) its

understanding of anxiety's precursors and (2) its empirical investigation into the bright side of anxiety.

Research Objectives

Although anxiety is known to be a response to stress (i.e., Shani & Pizam, 2009; Tiye et al., 2013), existing hospitality literature fails to provide a comprehensive understanding of its precursors. Many recent studies have investigated employee anxiety under the specific context of COVID-19 (i.e., Yin et al., 2023; Aguiar-Quintana et al., 2021), to the exclusion of other working contexts. Such research has also tended to focus on how salutary organization-related factors (i.e., perceived organizational support, Karatepe et al., 2024; career adaptability, Lee et al., 2023; error management culture, Wang et al., 2020) can reduce employee anxiety without attending to how that anxiety is elicited in the first place. Meanwhile, although the general organizational behavior research has documented well the relationship between job stress and anxiety, studies have tended to consider job stress rather generally (for reviews, see Bickford, 2005; Sohail & Rehman, 2015). It is necessary to consider how specific work stressors elicit different discrete emotions. For instance, interpersonal conflict at work may generate depressive feelings rather than anxiety among employees (Stoetzer et al., 2009). Likewise, employees may experience anger instead of anxiety when subject to abusive supervision (Li et al., 2024).

Building upon Lazarus and Folkman's (1984) transactional model of stress and coping (TMSC), the first objective of this research is to shed light on a relatively novel construct in hospitality research—namely, supervisor bottom-line mentality (BLM)—and

examines its influence on anxiety. Supervisor BLM is especially salient in the hospitality industry right now. Due to the fickle business environment and ongoing global economic recession, most hospitality organizations are encountering financial strain and seeking approaches to survive and grow (J.P. Morgan, 2024). To ensure organizational survival in such a volatile and competitive business environment, an increasing number of supervisors are turning to BLM (Babalola et al., 2021). As an example, an employee at a renowned restaurant chain in the United States was terminated by the supervisor after taking three sick days, which were perceived to diminish the restaurant's service productivity (Burden, 2020).

Despite its prevalence in hospitality organizations, supervisor BLM is a relatively novel construct that has received little scholarly attention in the hospitality literature, leading to a lag in the theoretical development of hospitality management. Unlike work stressors that indicate work overloads (i.e., time pressure) or interpersonal mistreatment (i.e., abusive supervision), supervisor BLM is inherently related to anxiety. The TMSC posits that individuals appraise the work events they encounter and are inclined to perceive an event as stressful if the event threatens their well-being (Lazarus & Folkman, 1984). Supervisor BLM denotes a frame of thinking that is solely concerned with achieving bottom-line goals and tends to prompt managers to impose unrealistic targets on their subordinates without extending support, help, or care (Babalola et al., 2021). In this regard, employees tend to perceive supervisor BLM as a stressor that threatens their well-being and experience uncertainty about their career development, both of which are crucial elements of anxiety.

Like scholars' understanding of anxiety precursors, research on the outcomes of

anxiety is rather limited. Scholars have nearly uniformly described anxiety as maladaptive and associated it with various negative employee work behaviors, including emotional exhaustion (Jawahar et al., 2022), workaholism (Yin et al., 2023), turnover intentions (Lee et al., 2023), and job dissatisfaction (Pyc et al., 2017). However, Cheng and McCarthy (2018) have challenged this view of anxiety, instead proposing that employee anxiety may improve employee job performance via the self-regulatory process it triggers. They theorize that when employees experience low and/or moderate levels of anxiety, employees are energized to initiate behaviors that are helpful for task completion (Cheng & McCarthy, 2018). To date, empirical research has not examined the propositions of Cheng and McCarthy.

Therefore, the second objective of the current set of studies is to explore the duality of anxiety, thereby providing a more holistic view of the function of anxiety. Building upon the TMSC, the current research suggests that anxiety evoked by supervisor BLM may facilitate employees' help-seeking behaviors but discourage their proactive behaviors. According to the TMSC, when subordinates experience negative emotions (i.e., anxiety) derived from a specific work stressor (i.e., supervisor BLM), they assess their resources and adopt coping strategies in response to such stressor (Lazarus & Folkman, 1984). For instance, employees experiencing anxiety following supervisor BLM might seek help from coworkers to confirm that they are performing tasks correctly (Parrish & Radomsky, 2011). Yet anxiety provoked by supervisor BLM may also undermine employees' confidence and self-efficacy, consequently, employees may hold back rather than take initiative and act proactively (Bindl et al., 2012).

Finally, in line with the TMSC's emphasis on transactions between environmental

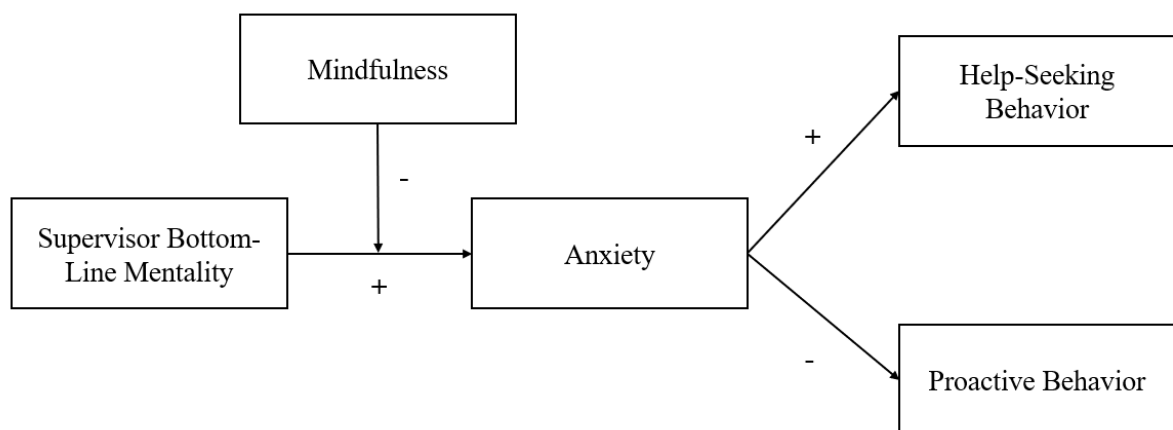
stimuli and personal characteristics that alter the individual stress appraisal process (Lazarus & Folkman, 1984), our third objective is to investigate mindfulness as a personal attribute that may alter the employee appraisal process, thus shaping the influence of supervisor BLM on employee anxiety. Several studies have revealed that individual mindfulness may temper the negative influences of work stressors (i.e., Yang & Xu, 2024) since mindfulness empowers individuals to perceive events in a more objective and dispassionate manner (Lyddy et al., 2021) and facilitates the more effective regulation of thoughts, emotions, and physiological reactions (Alhawatmeh et al., 2022). In line with this view, we propose that highly mindful employees tend to concentrate on their jobs and employ proactive strategies for emotion regulation, thereby mitigating feelings of anxiety arising from supervisor BLM.

Research Significance

This research makes several important contributions to the scholarship. First, existing literature on supervisor BLM has solely highlighted the cognitive mechanisms underlying its effects (i.e., emotional exhaustion; Brown et al., 2022; psychological detachment, Xie et al., 2022), overlooking the role of emotions in employees' reactions to supervisor BLM and their influence on employees' subsequent work behaviors. By linking supervisor BLM with employee anxiety, this research not only broadens hospitality researchers' understanding of anxiety's precursors and aids organizational managers in refining their practices to help prevent anxiety in the workplace from arising, but it also enriches the nomological framework of supervisor BLM in broader management research by connecting it to employee emotional experiences. Second,

literature on anxiety has mainly focused on its negative influences, neglecting its potential adaptive impacts on employees' behaviors. By investigating the relationship between anxiety and employee help-seeking behaviors, this research extends the scholarship on anxiety by exploring its ability to enhance communication and collaboration among coworkers. Third, although previous literature has documented well the function of mindfulness for employees' emotion regulation (i.e., cognitive reappraisal; Iani et al., 2019), few studies have explicated the effects of mindfulness within the framework of the TMSM (for exceptions, see, Jamieson et al., 2022; Toniolo-Barrios & ten Brummelhuis, 2023). By showing that employee mindfulness functions as a salutary individual difference in personal control and tempers employees' experiences of anxiety following supervisor BLM, this research expands the theoretical framework of the TMSM. Figure 1 depicts the conceptual model guiding this research.

Figure 1. Conceptual model



LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

TMSM

Supervisors who adopt BLM concentrate on achieving bottom-line objectives, set challenging tasks, and impose excessive performance pressure, all of which heighten employees' stress. The emphasis on financial performance and productivity inherent to supervisor BLM means supervisors generally have little interest in attending to employees' personal well-being, rendering supervisor BLM a prominent work stressor for employees (Zhang et al., 2022). As a prominent theory that has guided stress and coping research for the last few decades, the TMSC provides a sound theoretical foundation for our proposed research model. The primary features of the theory are (1) cognitive appraisal, which entails both primary appraisal (i.e., perceived stressful stimuli) and secondary appraisal (i.e., personal resource evaluation); and (2) coping. Each feature leads to a set of distinct predictions in our model.

First, the TMSC posits that individuals continuously appraise the work events they encounter (i.e., supervisor BLM). If the event threatens their well-being, an individual is inclined to primarily appraise that event as stressful, thus yielding a negative emotional response (Lazarus & Folkman, 1984). Yet personal characteristics considered during the secondary appraisal may attenuate the impact of that event. For instance, an individual who is mindful may shape their interpretation of the event and reorient their attention in the given encounter, thereby attenuating or exacerbating the elicited negative emotional experience. In this way, transactions between the person and the environment determine the person's emotional reaction to a certain external stimulus (Lazarus & Folkman, 1984).

Second, the TMSC suggests that when an individual experience negative emotions (i.e., anxiety) in response to a stressful event, they tend to come up with possible solutions and adopt behaviors that enable them to cope with the maladaptive emotions

and perceived stressor. This research focuses on employees' problem-focused coping strategies following an experience of anxiety evoked by supervisor BLM. The TMSC framework contains two major types of problem-oriented strategies (Lazarus & Folkman, 1984): outward-directed strategies (i.e., help-seeking behaviors that alter environmental resources) and inward-directed strategies (i.e., proactive behaviors that develop new standards of behavior). Taken together, these principles explicate how employees psychologically and behaviorally react to work stressors.

Supervisor BLM and Anxiety

BLM is a frame of thinking that is solely focused on achieving bottom-line goals and neglects other priorities such as psychological well-being (Greenbaum et al., 2012). Pursuant to the TMSC, supervisor BLM can be appraised as a salient work stressor, since it implies that supervisors disregard employees' well-being and may sanction employees if they do not achieve certain goals (Zhang et al., 2022). While some studies have adopted social learning theory to highlight how BLM enhances employee performance (e.g., Zhang et al., 2021a), studies based on social exchange theory have generally suggested that supervisor BLM is detrimental to employee welfare and organizational functioning. For example, existing literature suggests that supervisor BLM functions as a low-quality exchange partner that leads to employee knowledge hiding (Zhang et al., 2024) and social undermining (Greenbaum et al., 2012). Literature on supervisor BLM has uncovered different cognitive mechanisms (i.e., moral disengagement, Farasat & Azam, 2022; felt obligation, Lin et al., 2022) to help explain how employees psychologically react to supervisor BLM. The current research offers a novel

investigation into employees' affective experiences in response to supervisor BLM.

Specifically, this set of studies adopts the lens of the TMSC to conceptualize supervisor BLM as a salient work stressor that can evoke employee anxiety.

Employees tend to regard supervisor BLM as a threatening stressor since supervisor BLM implies damage to employees' future well-being (Zhang et al., 2021b). As a result, maladaptive emotions are likely to arise in employees' psychological responses to supervisor BLM (Lazarus & Folkman, 1984). One typical emotional response to an encountered threat such as supervisor BLM is anxiety (Gino et al., 2012), or “feelings of apprehension and nervousness about the accomplishment of job tasks” (Mao et al., 2021, p. 34). Anxiety is an unfavorable emotion that reflects the fear of uncertainty, which can severely impair personal well-being and cause emotional exhaustion (Cheng & McCarthy, 2018). Researchers have integrated anxiety into research on stress, conceptualizing it as an initial emotional reaction toward a perceived stressful event (i.e., Glazer & Kruse, 2008). For instance, Cheng and McCarthy (2018) pointed out that excessive task demands, as a stressor, cause an individual to experience uncertainty and concerns for their long-term career (i.e., salary increases, dismissal). When employees encounter such demands at work, they tend to amplify the uncertainty and exaggerate the demands' detrimental impacts, thus making themselves anxious (Cheng & McCarthy, 2018). Therefore, supervisor BLM, as a salient workplace stressor indicating overloaded task demands made directly by supervisors, is likely to spur employee anxiety. Given this, we hypothesize the following:

Hypothesis 1. Supervisor BLM is positively related to employee anxiety.

Moderating Effect of Employee Mindfulness

The TMSC posits that “how a person construes an event shapes the emotional and behavioral response” (Lazarus & Folkman, 1984, p. 24). There are two personal characteristics that may shape individuals’ appraisal of a stressful event: commitment toward stressful encounters and beliefs about personal control (Lazarus & Folkman, 1984). Mindfulness entails “a state of consciousness in which attention is focused on present-moment phenomena occurring both internally and externally” (Dane, 2011, p. 1000). It is conceptualized as an individual attribute in which one consciously controls their mind, attending to the environment and focusing on present-moment events and goal-related objects (Wang et al., 2021). In this regard, the current research proposes that employee mindfulness functions as a salutary individual difference in personal control and tempers the experiences of anxiety following supervisor BLM.

First, mindfulness indicates a present-oriented focus that assists employees with disengaging from the task-related thoughts or worried preoccupation that may interrupt task completion (Brown et al., 2007). Studies have largely adopted conservation of resources theory (Hobfoll, 2001), regarding mindfulness as a psychological resource that employees can use to replenish depleted personal resources following work demands (Guidetti et al., 2019). From the TMSC perspective, mindfulness functions as an individual difference in personal control. To reduce the depletion of their self-regulatory resources, especially when faced with high task demands, mindful employees tend to focus on the work itself rather than on the stress that can disrupt their performance (Dane & Brummel, 2014). Therefore, mindful employees may be more capable of controlling

and stopping their negative thoughts and feelings about achieving the stated bottom lines.

Second, mindfulness indicates the enhanced individual emotion-regulation competencies (Hülshager et al., 2013). When an employee is highly mindful, they are apt to accept their internal state and evaluate their thoughts more objectively (Hawkes & Neale, 2020). For instance, drawing upon emotion regulation theory, empirical studies have revealed that mindful employees tend to recognize their maladaptive emotions and adopt a cognitive reappraisal strategy to staunch the effects of these emotions (Farasat & Azam, 2022; Iani et al., 2019). Given this, we hypothesize that employees with high levels of mindfulness tend to concentrate on their tasks and adopt proactive emotion-regulation strategies, thereby alleviating their subsequent experiences of anxiety.

Hypothesis 2. Employee mindfulness moderates the relationship between supervisor BLM and employee anxiety, such that the relationship is weaker when employees have higher levels of mindfulness.

Supervisor BLM and Help-Seeking Behavior

Within the framework of TMSC (Lazarus & Folkman, 1984), two major types of problem-oriented strategies are proposed: outward-directed strategies and inward-directed strategies. One salient outward-directed approach to coping with work-related stressors is asking for coworkers' assistance with task completion, referred to as help-seeking behavior (Sabina & Tindale 2008). Although anxiety is widely considered to be a negative emotion that has many deleterious effects, such as insomnia (Erickson et al., 2009), studies have begun to explore the adaptive outcomes of anxiety, including its

potential role in improving employee job performance via the self-regulatory process it triggers (i.e., Cheng & McCarthy, 2018). In line with this view, this research helps illuminate the influence of anxiety on prompting employees' help-seeking behavior after experiencing supervisor BLM. Anxiety is a highly activated emotion that indicates high uncertainty about and low control over an appraised stressor and its outcome (Gino et al., 2012). Both high uncertainty and low control suggest that individuals are skeptical that they will be able to resolve the stressor, such that individuals' self-confidence is eroded during the coping process (Tomé-Lourido et al., 2019). Hence, anxious employees doubt their ability to solve work-related problems, resulting in an increase in help-seeking.

Integrating the role of employee mindfulness into our model, we hypothesize that employee mindfulness alters the relationship between supervisor BLM and employee help-seeking behaviors via the mediating mechanism of anxiety. As illustrated above, supervisor BLM triggers decreased feelings of anxiety among employees who have high levels of mindfulness. Therefore, we expect that under the condition of high mindfulness, employees tend to experience less anxiety following supervisor BLM and are demotivated from engaging in subsequent help-seeking behaviors. Hence, the following hypothesis is formulated:

Hypothesis 3a. Anxiety mediates the relationship between supervisor BLM and employee help-seeking behaviors.

Hypothesis 3b. The indirect positive effect of supervisor BLM on help-seeking behaviors via anxiety is conditional on employee mindfulness, such that the indirect effect is

weaker when employee mindfulness is high.

Supervisor BLM and Proactive Behavior

Proactive behavior is a typical inward-directed coping strategy initiated by individuals who wish to solve problems themselves: that is, individuals who perform “self-starting, future-oriented behavior to change their individual work situations, their individual work roles, or themselves” (Griffin et al., 2007, p. 332). Parker et al. (2010) suggested that there are three motivations for an individual to perform proactively: “can do”, “energized to”, and “reason to”. Adopting this view, this research proposes that employee anxiety aroused by supervisor BLM hinders proactive behaviors by weakening employees’ “can do” and “energized to” motivations.

First, the “can do” motivation for performing proactively is mainly predicated on an individual’s self-efficacy and locus of control perceptions, or their perceptions of whether they have the capacity and resources to perform proactively (Parker et al., 2010). In this regard, the anxiety that an employee feels because of supervisor BLM indicates the employee’s worry about achieving the bottom-line outcomes and the potential loss of control over their work and well-being (Mao et al., 2021). Prior studies on anxiety have documented its adverse effects on a person’s self-confidence and control appraisals (Tomé-Lourido et al., 2019).

Second, scholars have investigated the critical role of emotions in a person’s proactive behaviors to explain the “energized to” motivation (Bindl et al., 2012). Empirical studies have shown that positive affects significantly stimulate proactive performance by prompting enhanced engagement and cognitive broadening toward

targeted goals (Peng et al., 2021). In line with previous research, we argue that anxious employees are overwhelmed with the fear of uncertainty, which restricts their cognitive processing ability and precludes them from identifying approaches to solve existing problems (Peng et al., 2021). Taken together, we postulate that supervisor BLM is negatively and indirectly related to employee proactive behaviors via the experience of anxiety.

We further propose that this indirect negative relationship is contingent on employee mindfulness. Supervisor BLM may trigger anxiety among employees, with the strength of the emotion contingent on how mindful an individual employee is. More specifically, the more mindful an employee is, the less likely the employee is to feel anxious following supervisor BLM. This anxiety evoked by supervisor BLM can decrease employees' subsequent proactive performance. Therefore, we expect that employees with high levels of mindfulness are less likely to experience anxiety and that they perform more proactively in response to supervisor BLM.

Hypothesis 4a. Anxiety mediates the relationship between supervisor BLM and employee proactive performance.

Hypothesis 4b. The indirect negative effect of supervisor BLM on employee proactive performance via anxiety is conditional on employee mindfulness, such that the indirect effect is weaker when employee mindfulness is high.

OVERVIEW OF THIS RESEARCH

We combined two multi-wave field studies and one scenario-based experiment to test the proposed research model. In Study 1, we mainly focused on whether there is a potential bright side of anxiety. Therefore, a multi-wave field study was conducted with hotel employees working at a well-known Chinese domestic hotel brand to examine the influence of supervisor BLM and employee anxiety (*H1*), moderating by employee mindfulness (*H2*), and the influence of supervisor BLM on employees' help-seeking behaviors mediated by anxiety (*H3a*), which hinges on mindfulness (*H3b*). In line with previous research positing the transient maladaptive nature of anxiety (i.e., Cheng & McCarthy, 2018), we included another coping strategy based on the TMSC, namely proactive behaviors, in Study 2 (*H4a & H4b*), therefore replicating the findings of Study 1 and providing a more balanced view of the effects of anxiety. For the sample choice in Study 2, due to the distinct managerial strategies and performance evaluation approaches between Chinese domestic and international hotel brands (Hsu, 2015), supervisor BLM and employees' subsequent responses may vary. As such, we included employees working at a well-known international hotel chain in mainland China with the purpose of boosting external validity of the proposed model. Finally, Study 3, a scenario-based experiment manipulating supervisor BLM, was conducted to (1) replicate the findings of Studies 1 and 2; (2) examine the causal inferences of the proposed relationships; and (3) enhance the external validity of the research model by recruiting participants from the United States.

STUDY 1

Participants and Procedure

We invited 381 full-time employees working at a Chinese domestic hotel chain to participate in this research. At Time 1, participants reported their perception of supervisor BLM and mindfulness. There were 347 employees who provided complete responses. After four weeks, we sent out the Time 2 survey to these employees and finally received 317 valid responses with a response rate of 83.2%. At Time 2, participants were asked to report their anxiety and help-seeking behaviors. Among these participants, 48.3% of them were females. 28.8% of the sample was in the age range of 38-47.

Measures

We prepared our survey in Chinese by following the translation and back-translation procedures (Brislin, 1980) and used the 7-point Likert scale for all the questions included in the survey.

Supervisor BLM. A four-item scale developed by Greenbaum et al. (2012) was adopted to examine supervisor BLM. One sample item is “My supervisor cares more about profits than employee well-being”.

Mindfulness. We measured employees’ mindfulness by adopting the seven-item scale from Dane & Brummel (2014). Sample item is “I find it difficult to stay focused on what’s happening in the present”.

Anxiety. The scale containing 4 items developed by Glazer & Kruse (2008) was used. Sample item is “Sometimes when I think about my job I get a tight feeling in my chest”.

Help-seeking behaviors. We examined help-seeking behaviors by using 7 items from Anderson & Williams (1996). A sample item is “I often ask my coworkers to assist me

with certain tasks or projects”.

Control variables. Previous research revealed that there is a significant variation in the experience of anxiety based on individual demographic factors (Brenes, 2006). Therefore, to strengthen the validity of the examined relationships, we controlled for these demographic factors, including participants’ age, gender, and educational level.

Measurement Model

We performed Harman’s single-factor test, which is one of the most used techniques to detect common method bias (Park et al., 2022). Results of the test revealed that the first factor accounted for 29.29% of the variance in the data, indicating that it is not a serious issue in this study. The descriptive analysis was performed using the *Mplus 8.3* to report basic characteristics of the variables (see Table I in Supplementary file). A confirmatory factor analysis (CFA) using *Mplus 8.3* was performed to assess the discriminant validity. The results of measurement model showed an adequate model fit ($\chi^2 = 839.27$, $df = 265$, $p < .001$; CFI = 0.91; TLI = 0.90; RMSEA = 0.08). All the standardized factor loading of measures were above 0.4, and all Average variance extracted (AVE) scores were above 0.5, except help-seeking (AVE = 0.46). Although the AVE score of help-seeking was slightly lower than 0.50, adequate convergence can be considered if variable’s composite reliability (CR) was greater than 0.60 (Fornell & Larcker, 1981). The CR values exceeded 0.60 for all variables, confirming convergent validity (see Table II in Supplementary file). Taken together, these results provided strong support for the measurement model in study 1.

Hypothesis Testing

We conducted a path analysis by using *MPlus 8.3* to examine the main and indirect effects. As shown in Model 1 of Table 1, aligned with H1, after controlling employees' age, gender, and educational level, supervisor BLM was significantly related to employees' feeling of anxiety ($b = 0.13$, $SE = 0.06$, $p = .047$). Employee anxiety was positively associated with help-seeking ($b = 0.25$, $SE = 0.06$, $p < .001$), and anxiety significantly mediated the relationship between supervisor BLM and help-seeking behaviors ($b = 0.03$, $SE = 0.02$, 95% CI [0.002, 0.074]), thus supporting H3a.

Next, we examined both the conditional direct and indirect effects by including mindfulness in the testing model (See Model 2 of Table 1). Mindfulness significantly moderated the relationship between supervisor BLM and anxiety ($b = -0.07$, $SE = 0.03$, $p = .019$), supporting H2. Figure 2 depicts a plot of the relationship between supervisor BLM and anxiety at ± 1 SD of employee mindfulness. Specifically, there was a stronger relationship between supervisor BLM and anxiety at low level of mindfulness ($b = 0.44$, $SE = 0.20$, $p = .029$) than at high level of mindfulness ($b = 0.26$, $SE = 0.13$, $p = .045$). Regarding the moderated mediation effect, when employees' work mindfulness was low, there was a significantly stronger moderated indirect effect of supervisor BLM, via anxiety, on help-seeking (unstandardized estimate = 0.10, 95% CI [0.000, 0.197]) than the indirect effect when mindfulness was high (unstandardized estimate = 0.06, 95% CI [-0.004, 0.121]), confirming H3b.

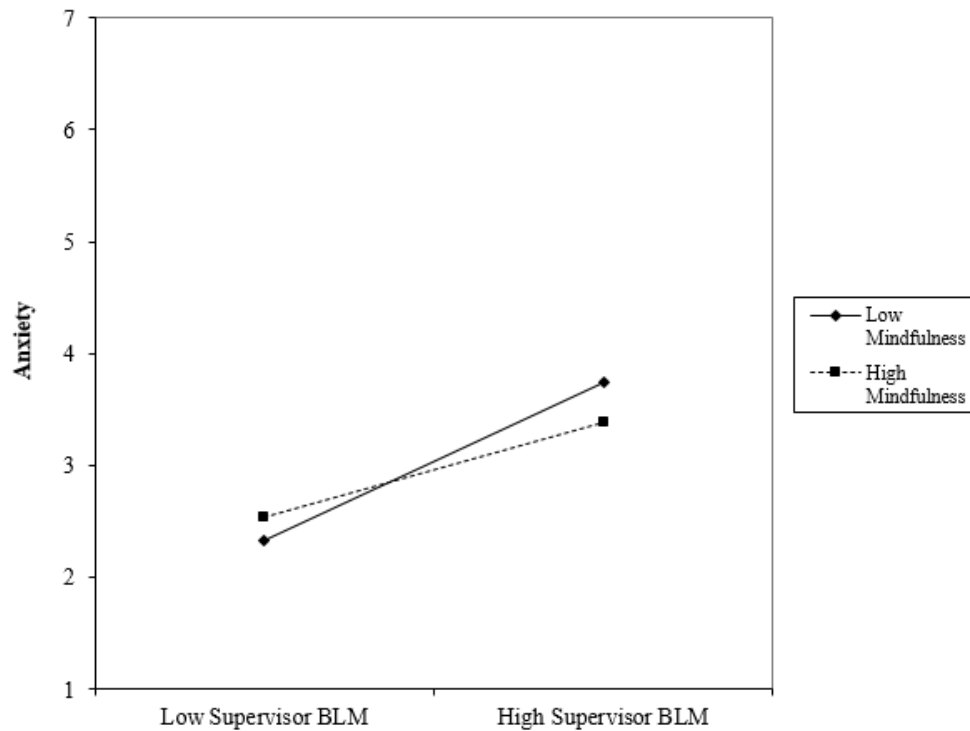
Table 1. Results for path analyses in Study 1

Independent Variables	Dependent Variables	
	Model 1	Model 2

	Anxiety <i>b</i> (<i>S.E.</i>) [95% CI]	Help-seeking behavior <i>b</i> (<i>S.E.</i>) [95% CI]	Anxiety <i>b</i> (<i>S.E.</i>) [95% CI]	Help-seeking behavior <i>b</i> (<i>S.E.</i>) [95% CI]
Intercept	3.78*** (0.56) [2.697, 4.877]	3.46*** (0.53) [2.437, 4.524]	3.94*** (1.07) [1.835, 6.046]	3.64** (1.16) [1.364, 5.919]
Age	- 0.02* (0.01) [- 0.034, - 0.003]	0.01* (0.01) [0.001, 0.024]	- 0.01* (0.01) [- 0.028, 0.000]	0.02** (0.01) [0.008, 0.039]
Gender	- 0.12 (0.13) [- 0.371, 0.143]	- 0.14 (0.11) [- 0.363, 0.075]	- 0.11 (0.13) [- 0.369, 0.152]	- 0.13 (0.12) [- 0.353, 0.099]
Educational Level	0.01 (0.11) [- 0.195, 0.219]	- 0.18* (0.09) [- 0.365, - 0.009]	0.07 (0.11) [- 0.137, 0.277]	- 0.13 (0.09) [- 0.310, 0.046]
Supervisor BLM	0.13* (0.06) [0.002, 0.250]	0.04 (0.06) [- 0.063, 0.140]	0.35* (0.17) [0.026, 0.681]	0.06 (0.15) [- 0.223, 0.346]
Anxiety		0.25*** (0.06) [0.134, 0.357]		0.22*** (0.05) [0.128, 0.317]
Mindfulness			- 0.03 (0.15) [- 0.318, 0.258]	- 0.11 (0.13) [- 0.357, 0.145]
Supervisor BLM × Mindfulness			- 0.07* (0.03) [- 0.123, - 0.011]	- 0.02 (0.03) [- 0.064, 0.034]
<i>R</i> ²	0.04	0.12	0.13	0.17

Note. *N* = 317; BLM = Bottom-Line Mentality. *b* = unstandardized path coefficient. CI = confidence interval. SE = standard error. **p* < .05; ***p* < .01; ****p* < .001.

Figure 2¹. The moderation of mindfulness in Study 1



Study 1 Discussion

In Study 1, we mainly focused on investigating the potential bright side of anxiety. After controlling for participants' age, gender, and educational level, the findings of Study 1 revealed that as supervisor BLM increases, so does employees' anxiety. Nonetheless, employee mindfulness moderates this relationship, such that the positive influence of supervisor BLM on employees' anxiety is weakened by increased employee mindfulness. When employees are highly mindful, they will attend to the task itself, therefore tempering the felt anxiety. Our results also revealed that supervisor BLM could lead to employees' following help-seeking behaviors via the elicited experience of anxiety, indicating the potential bright side of anxiety. Nonetheless, given the transient

¹The plot was drafted based on the spotlight results of Hayes Process Macro Model 1 by using SPSS 29.0. The Low/High level of supervisor BLM and mindfulness is automatically captured by the system at ± 1 SD of each variable.

maladaptive nature of supervisor BLM and anxiety (i.e., Greenbaum et al., 2012; Cheng & McCarthy, 2018), we do not tend to deliver a simplistic message that they are beneficial to employees and organizations. To provide a more balanced view of the effects of supervisor BLM and anxiety, we draw on the TMSC to propose a second coping strategy following the experience of anxiety derived from supervisor BLM, namely proactive behaviors. Hence, we conducted the second multi-wave field study to include the proactive behaviors and test the whole research model. Besides, we collected our data from hotel employees working in a Chinese domestic hotel chain where exist differences in managerial strategies and performance evaluation approaches compared to international hotels, which may influence employees' responses to supervisor BLM (Hsu, 2015). In this regard, we invited hospitality employees working at an international hotel chain in China as our sample in Study 2. By doing so, Study 2 aimed to (1) replicate the findings of Study 1; (2) test the whole research model by including another coping strategy; and (3) enhance the external validity by using the sample from a different organizational culture.

STUDY 2

Participants, Procedure and Measures

We invited 483 full-time employees working in a well-known international hotel brand located in China to participate in this research with the same process as Study 1. Three hundred and forty-one employees provided complete responses at Time 1. Of these participants, 301 participants provided valid responses in a second survey four weeks later with a response rate of 88%. Participants responded to the same scales for all measures as Study 1. Besides, we used a three-item scale from Griffin et al. (2007) to

capture participants' proactive behaviors. Items include "I come up with ideas to improve the way in which my work tasks are done". Among the final eligible 301 participants, 60% were female. Most of the participants were between 28 and 37 years old (52.5%), received a bachelor's degree (44.5%) and had worked in the current organization for more than one year (78.7%).

Measurement Model

Same as Study 1, Harman's single-factor test was conducted and the results supported that common method variance was not a severe problem in this study, with the first factor accounting for 33.13% of the variance in the data. The descriptive results were shown in Table III in Supplementary file. The result of model fit indices indicated a good fit of the overall measurement model ($\chi^2 = 703.70$, $df = 265$, $p < .001$; CFI = 0.93; TLI = 0.92; RMSEA = 0.07). All the item factor loadings were greater than 0.4, which signifies convergent validity. The AVE were all greater than 0.5, indicating convergent validity (Hair et al., 2010). The CR was greater than 0.8 for all variables, indicating the convergent validity (see Table IV in Supplementary file).

Hypothesis Testing

As shown in Model 1 of Table 2, consistent with H1, supervisor BLM was significantly and positively related to employee anxiety ($b = 0.37$, $SE = 0.06$, $p < .001$). Meanwhile, employee anxiety was positively related to help-seeking ($b = 0.28$, $SE = 0.06$, $p < .001$), but negatively associated with proactive behaviors ($b = -0.22$, $SE = 0.06$, $p < .001$). As revealed by the results, anxiety significantly mediated the influence of

supervisor BLM on help-seeking behaviors ($b = 0.10$, $SE = 0.03$, 95% CI [0.051, 0.176]) and proactive behaviors ($b = -0.08$, $SE = 0.02$, 95% CI [-0.128, -0.045]), hence, supporting H3a and H4a.

As to the moderating effect of mindfulness (See Model 2 of Table 2), consistent with H2, mindfulness significantly moderates the influence of supervisor BLM on anxiety ($b = -0.06$, $SE = 0.03$, $p = .050$). Specifically, there was a stronger relationship between supervisor BLM and anxiety at low level of mindfulness ($b = 0.56$, $SE = 0.21$, $p = .008$) than at high level of mindfulness ($b = 0.42$, $SE = 0.15$, $p = .003$; See Figure 3). For the conditional indirect effect, first, the results showed that mindfulness significantly moderated the indirect relationship between supervisor BLM and help-seeking behaviors via anxiety (difference = 0.03, 95% CI [0.001, 0.068]), supporting H3b. Specifically, when employees' work mindfulness was low, the conditional indirect effect of supervisor BLM, via anxiety, on help-seeking behaviors was significantly stronger (unstandardized estimate = 0.11, 95% CI [0.025, 0.243]) than the indirect effect when mindfulness was high (unstandardized estimate = 0.08, 95% CI [0.022, 0.176]). As to the second conditional indirect effect with proactive behaviors (difference = -0.03, 95% CI [-0.074, 0.001]), when employees' work mindfulness was low, there was a stronger indirect effect of supervisor BLM, via anxiety, on proactive performance (unstandardized estimate = -0.10, 95% CI [-0.263, -0.013]) than the indirect effect when mindfulness was high (unstandardized estimate = -0.08, 95% CI [-0.191, -0.013]), supporting H4b.

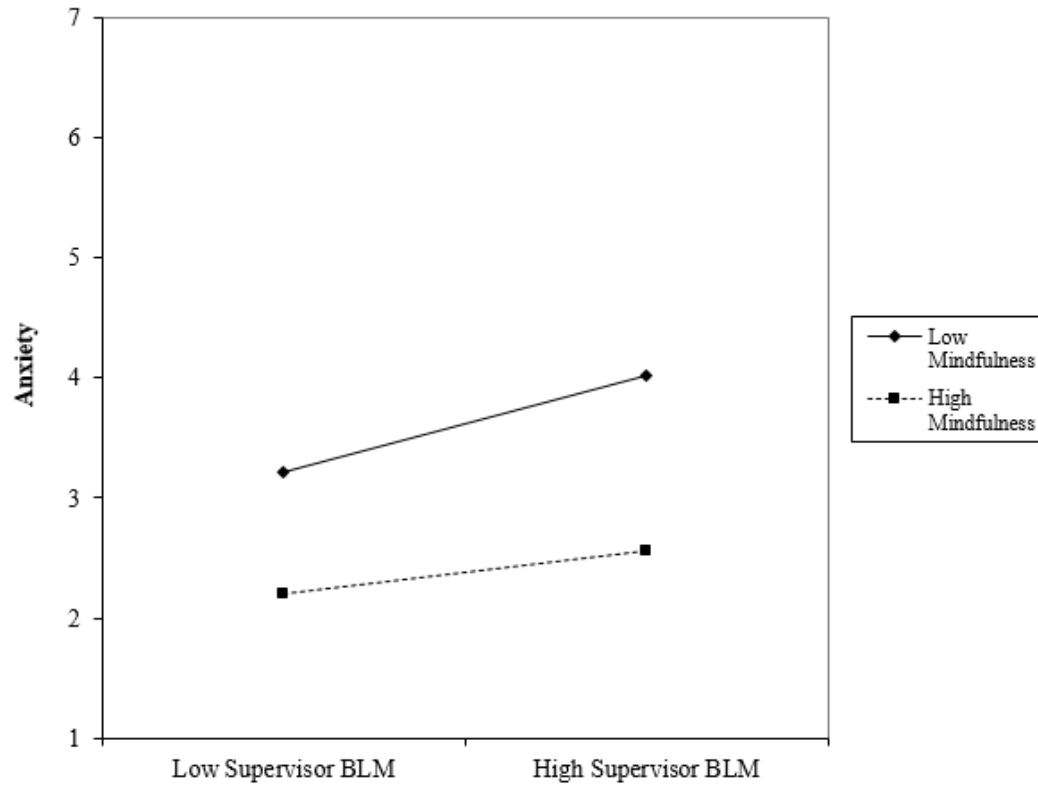
Table 2. Results of Path Analyses in Study 2

Independent Variables	Dependent Variables					
	Model 1			Model 2		
	Anxiety <i>b</i> (<i>S.E.</i>) [95% CI]	Help-seeking behaviors <i>b</i> (<i>S.E.</i>) [95% CI]	Proactive behaviors <i>b</i> (<i>S.E.</i>) [95% CI]	Anxiety <i>b</i> (<i>S.E.</i>) [95% CI]	Help-seeking behaviors <i>b</i> (<i>S.E.</i>) [95% CI]	Proactive behaviors <i>b</i> (<i>S.E.</i>) [95% CI]
Intercept	1.28* (0.55) [0.184, 2.335]	4.07*** (0.57) [1.356, 1.851]	5.10*** (0.54) [1.050, 1.718]	3.58*** (0.83) [2.025, 5.330]	3.02** (0.98) [1.066, 4.863]	1.29 (0.84) [- 0.409, 2.938]
Age	- 0.09 (0.09) [- 0.257, 0.101]	- 0.30** (0.10) [- 0.494, - 0.097]	0.29** (0.11) [0.075, 0.498]	- 0.03 (0.09) [- 0.190, 0.153]	- 0.31** (0.10) [- 0.494, - 0.104]	0.26* (0.11) [0.039, 0.460]
Gender	0.15 (0.14) [- 0.119, 0.410]	- 0.15 (0.15) [- 0.454, 0.125]	0.17 (0.13) [- 0.088, 0.432]	0.13 (0.13) [- 0.119, 0.375]	- 0.11 (0.14) [- 0.396, 0.157]	0.23 (0.13) [- 0.022, 0.487]
Educational Level	0.01 (0.10) [- 0.165, 0.205]	0.03 (0.10) [- 0.166, 0.212]	0.12 (0.11) [- 0.064, 0.351]	0.01 (0.09) [- 0.148, 0.186]	0.02 (0.10) [- 0.173, 0.202]	0.10 (0.10) [- 0.074, 0.334]
Supervisor BLM	0.37*** (0.06) [0.261, 0.489]	- 0.04 (0.06) [- 0.150, 0.073]	- 0.02 (0.04) [- 0.101, 0.071]	0.49** (0.18) [0.088, 0.797]	0.42** (0.17) [0.073, 0.753]	0.63*** (0.16) [0.301, 0.930]
Anxiety		0.30*** (0.06) [0.151, 0.399]	- 0.22*** (0.06) [- 0.331, - 0.106]		0.19** (0.07) [0.060, 0.330]	- 0.18** (0.07) [- 0.317, - 0.057]
Mindfulness				- 0.33** (0.13) [- 0.602, - 0.094]	0.22 (0.15) [- 0.055, 0.516]	0.64*** (0.13) [- 0.317, - 0.057]
Supervisor BLM × Mindfulness				- 0.06* (0.03) [- 0.112, 0.008]	- 0.09** (0.03) [- 0.145, - 0.025]	- 0.11*** (0.03) [- 0.161, - 0.049]
<i>R</i> ²	0.18	0.11	0.11	0.38	0.15	0.18

Note. *N* = 301. BLM = Bottom-Line Mentality. *b* = unstandardized path coefficient. CI = confidence interval. SE = standard error.

p* < .05; *p* < .01; ****p* < .001

Figure 3. The Moderation of Mindfulness in Study 2



Study 2 Discussion

The results of Study 2 constructively replicated our findings in study 1. By controlling participants' age, educational level, and gender, the findings supported that employees' anxiety increases along with the increased supervisor BLM. This positive relationship is moderated by employee mindfulness, such that as the relationship increases, it is weakened by increased employee mindfulness. The experience of anxiety derived from supervisor BLM incurs employees' following help-seeking behaviors. In addition, as the supplement of Study 1, Study 2 revealed that employees' anxiety following supervisor BLM could decrease their proactive behaviors at work and the indirect relationship is moderated by employee mindfulness.

Although we conducted Study 2 in an international hotel chain, wherein the managerial approach is distinct from the domestic hotel brand, we acknowledged that investigating participants in both studies with the same cultural background could influence the external validity of the research model. Additionally, the two multi-wave field studies provided sound evidence for the proposed relationships, whereas the causal inferences of the hypotheses have yet to be supported. Researchers posited that experimental design is the only approach to test the causal inference of a proposed relationship (Gangl, 2010). Therefore, we conducted Study 3, a scenario-based experiment with the manipulation of supervisor BLM, with the aims of (1) testing the whole research model and replicating the findings of Studies 1 and 2; (2) enhancing the external validity by recruiting employees working in the United States; and (3) increasing the internal validity by testing the causal inferences of the proposed relationships.

STUDY 3

Participants

We employed Prolific, a comparable and reliable data collection platform as MTurk (Eyal et al., 2021) to recruit a diverse and high-quality sample of employees from the U.S. hospitality and tourism sector. To ensure data robustness, pre-screening questions and attention checks were incorporated. Only the participants who were currently working within the hospitality and tourism industries were eligible to participate in this study, including lodging (i.e., hotel), food and beverage, entertainment and recreation. Furthermore, given that the study design necessitates employees having actual interactions with their supervisors at the workplace to better comprehend our research,

only those with a tenure exceeding five months and having a direct supervisor at work were included. We finally received 131 valid responses, and each respondent was provided with an incentive of £1.5 for participating in this survey. Most of the employees were female (55%), were between 28 and 47 years old (55.7%), and had worked in their current organizations for more than one year (96.2%).

Design and Procedure

A scenario-based experimental design was employed in this study to examine the influence of supervisor BLM on employees' emotional and behavioral outcomes, contingent on their mindfulness level. The scenario-based design was utilized to manipulate BLM (high vs. low) using the scenarios developed by Ren et al. (2024) and adapting the context to hospitality and tourism organizations. We asked participants to imagine themselves as a sales associate in the sales team at ABC Hotel, under the direct supervision of manager, Bob. In the high BLM condition ($N = 66$), participants were instructed to see that "Bob is solely concerned with meeting the bottom line (i.e., profits), only cares about the business, treats the bottom line as more important than anything else, and cares more about profits than employee well-being". In the low BLM condition ($N = 65$), participants were shown that "Bob focuses on all aspects of his job. He is not solely concerned with meeting the bottom line (i.e., profits), cares about more than just the business, does not treat the bottom line as more important than anything else, and cares about profits as well as employee well-being".

Participants were first required to review and respond to an informed consent form and pre-screening questions. Eligible individuals were then asked to rate their

mindfulness and control variable of extraversion. Next, we randomly assigned them to one of two scenarios (high supervisor BLM vs. low supervisor BLM). After reading their assigned scenario, participants completed the manipulation check. Following this, respondents completed a survey that assessed their felt anxiety and behavioral intentions. The question wording and survey layout were identical across various conditions.

Measures

Participants responded on the same scales as the first two studies with a 7-point Likert scale, including anxiety, mindfulness, help-seeking behaviors, and proactive behaviors. Besides, prior psychology literature has documented the significant influences of individuals' extraversion on experience of anxiety and their behavioral tendencies (i.e., Spinhoven et al., 2014). Hence, in addition to controlling participants' age, gender, and educational level, we added extraversion as an additional control variable to enhance the robustness of results. Extraversion was measured with eight items adapted from Saucier (1994). Participants were asked to indicate to what extent they agreed with the adjective words describing themselves in general. A sample item is "Talkative".

Manipulation Check

For the manipulation check, the four-item scale developed by Greenbaum et al. (2012) was adopted to test supervisor BLM ($\alpha = 0.98$). The results of the independent sample t-test showed that we successfully manipulated supervisor BLM. The participants who received high supervisor BLM in scenario rated a higher level of supervisor BLM ($M = 6.79, SD = 0.47; t(129) = -27.67, p < .001$) than the low-BLM condition ($M =$

1.90, $SD = 1.36$; $t(129) = -27.67, p < .001$).

Measurement Model

We examined the construct validity by conducting the CFA with *IBM SPSS Amos 29* (see Table V in Supplementary file). The results indicated a good model fit ($\chi^2 = 307.87$, $df = 182$, CFI = .93, TLI = .92, RMSEA = .07, SRMR = .06). All the item factor loadings were greater than 0.4. The AVE were all greater than 0.5 and the CR was greater than 0.8 for all variables, confirming the internal consistency and convergent validity of the constructs (Hair et al., 2010).

Hypothesis Testing

To test H1, an independent sample t-test was employed and the results revealed employees' significant different levels of anxiety based on different levels of supervisor BLM (high supervisor BLM vs. low supervisor BLM [$F(129) = 0.57, p < .001$]. The level of anxiety that participants who imagined that they enacted high supervisor BLM was significantly higher than that of the participants who imagined that they received low supervisor BLM ($M_{\text{high supervisor BLM}} = 5.09, SD = 1.28$; $M_{\text{low supervisor BLM}} = 2.20, SD = 1.08$; $p < .001$), supporting H1. Then, we conducted regression analysis via PROCESS Model 1 to test H2. The results indicated overall significant effects [$F(8, 122) = 30.16, p < .001$; Hayes, 2017]. Supervisor BLM was positively related to employees' anxiety ($b = 2.96, t(122) = 14.86, p < .001$). The main effect of mindfulness on anxiety was not significant ($b = -0.15, t(122) = -1.27, p = .207$). However, supervisor BLM significantly interacted with mindfulness to influence the experience of anxiety ($b = -0.33, t(122) = -$

2.00, $p = .048$). Figure 4 depicts the moderating effect of mindfulness in the influence of supervisor BLM on anxiety, hence, supporting H2.

Next, to test the mediation and moderated mediation effects, we included two dependent variables in the regression model by using PROCESS Model 4 and 7. For help-seeking behaviors, the influence of anxiety on help-seeking behaviors was not significant ($b = -0.004$, $t(123) = -0.05$, $p = .96$), and the indirect effect of supervisor BLM on help-seeking behaviors via anxiety was not significant ($b = -0.01$, 95% CI [-0.56, 0.55]), rejecting H3a. The moderated mediating effect of supervisor BLM on help-seeking behavior via anxiety, contingent on mindfulness was not significant (unstandardized estimate = 0.001, 95% CI [-0.07, 0.07]). Therefore, H3b was not supported. On the contrary, for proactive behaviors, the main effect of anxiety on proactive behaviors were significant ($b = -0.24$, $t(123) = -2.39$, $p = .018$), and anxiety significantly mediated the indirect influence of supervisor BLM on proactive behaviors ($b = -0.71$, 95% CI [-1.35, -0.08]), supporting H4a. Besides, the results showed that mindfulness significantly moderated this indirect relationship. When mindfulness is low, employees tend to perform less proactive behaviors following anxiety derived from supervisor BLM ($b = -0.81$, 95% CI [-1.49, -0.11]) than when mindfulness is high ($b = -0.61$, 95% CI [-1.23, -0.07]), thus supporting H4b.

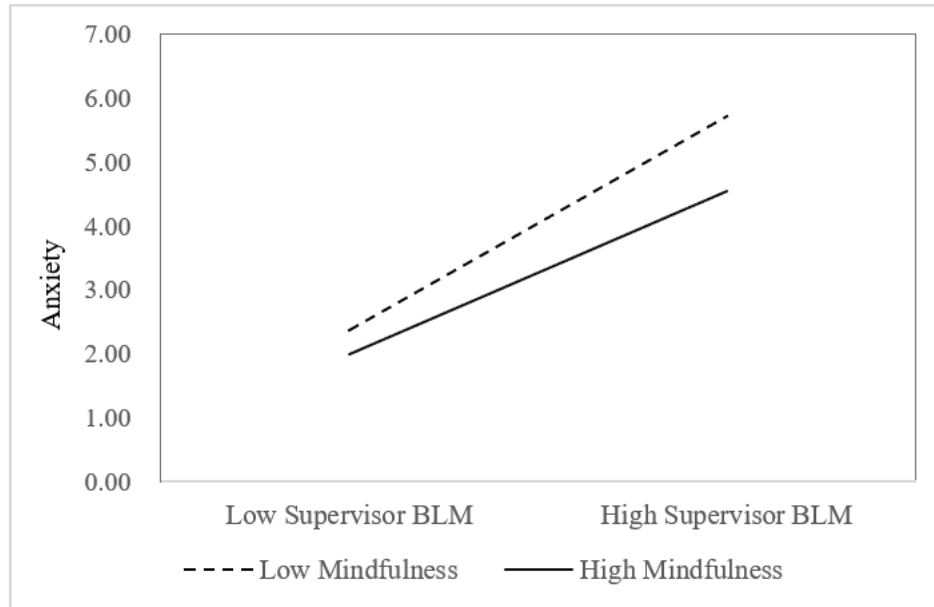


Figure 4. The moderating role of mindfulness in Study 3

Study 3 Discussion

Study 3 did not support the influence of anxiety on help-seeking behaviors. We think the reason relies on the fact that scenario-based experimental design could not fully and accurately capture an individual's behavioral tendencies purely based on an imagined situation. However, experimental design is one of the most effective approaches to examine individuals' emotional reactions (Rosenthal-von der Pütten et al., 2013). In this regard, by conducting Study 3, we found sound evidence for most of our hypotheses and indicated the causal relationship between supervisor BLM and anxiety, which hinges on employees' mindfulness.

GENERAL DISCUSSION AND CONCLUSION

Theoretical Implications

Our research contributes to both the hospitality literature and the general

organizational behavior scholarship in several ways. First, this research enriches scholars' understanding of emotions in the hospitality industry (Hwang et al., 2021) by focusing on anxiety among frontline employees. The existing hospitality literature mainly considers how various salutary work characteristics, such as work-family balance (Vanderpool & Way, 2013), leader conscientiousness (Xue et al., 2023), perceived organizational support (Karatepe et al., 2024), and error management culture (Wang et al., 2020), may decrease employee anxiety. Examining why anxiety is evoked in the first place may help managers avoid circumstances likely to trigger negative responses. In this regard, by suggesting supervisor as a significant predictor of anxiety, this research expands the hospitality literature on anxiety to examine why anxiety is elicited at work.

This set of studies also contributes to work stress research by exploring the unexamined relationship between supervisor BLM and employee emotional experiences. Although existing research on stress indicates a close correlation between general work stress and anxiety, further exploration of how specific types of work stressors influence anxiety is necessary (Sohail & Rehman, 2015). The existing literature conceptualizes supervisor BLM as a prominent work stressor (Zhan et al., 2021) and explains its detrimental effects on employees' cognitive (i.e., psychological detachment, Xie et al., 2022) and behavioral outcomes (i.e., social undermining, Greenbaum et al., 2012). Although emotions are crucial components of employees' psychological responses to external stimuli and function as environment-behavior interfaces in the workplace, their role in employees' responses to supervisor BLM has yet to be uncovered. Adopting the lens of the TMSC, our research reveals that supervisor BLM evokes the emotional response of anxiety among employees. In summary, by exploring the relationship

between supervisor BLM and anxiety, this research not only broadens hospitality scholars' understanding of anxiety precursors but also enriches the nomological framework of supervisor BLM in broader management research by connecting it to employees' emotional experiences.

Second, prior literature on anxiety uniformly perceived it as dysfunctional, proposing that anxiety precipitates employees' absenteeism (Diestel & Schmidt, 2010), turnover intentions (Vanderpool & Way, 2013), workaholic behaviors (Yin et al., 2023), withdrawal behaviors (Cho et al., 2024), job dissatisfaction (Pyc et al., 2017), and emotional exhaustion (Jawahar et al., 2022). In line with Cheng and McCarthy's (2018) proposition that anxiety may usefully arouse self-regulation toward task completion, our findings challenge the predominant negative view of anxiety and suggest that anxiety may increase employees' help-seeking behaviors at work. In doing so, this research extends both the hospitality and general organizational behavior literature on anxiety, illuminating for the first time the bright side of anxiety in terms of its ability to enhance coworker communication and cooperation.

Third, the TMSC emphasizes that transactions between environmental stimuli and personal characteristics may alter individuals' appraisals of stressful events (Lazarus & Folkman, 1984). In the theoretical framework of the TMSC, there are two categories of personal characteristics that can shape individuals' appraisal of stressful events: (1) personal commitment that indicates individual choices, values, or goals; and (2) personal beliefs that relate to individual control or religion (Lazarus & Folkman, 1984). Guided by this categorization, many stress studies adopting the TMSC have focused on individual characteristics, such as locus of control, as contingency factors (i.e., Elfström & Kreuter,

2006) and goal orientation (i.e., Parker et al., 2012). As an emerging topic in management research in the last few years (Yang & Xu, 2024; O'Neill & Follmer, 2020), mindfulness entails “a state of consciousness in which attention is focused on present-moment phenomena occurring both internally and externally” (Dane, 2011, p. 1000). It is conceptualized as an individual attribute in which one consciously controls their mind, attending to the environment and focusing on present-moment events and goal-related objects (Wang et al., 2021). Although previous literature has built upon conservation of resources theory and emotion regulation theory to delineate the role of mindfulness in tempering employees’ emotional exhaustion (i.e., Guidetti et al., 2019) and promoting cognitive reappraisal strategies (i.e., Iani et al., 2019), few studies have explicated the effects of mindfulness within the framework of the TMSC (for exceptions, see, i.e., Jamieson et al., 2022; Toniolo-Barrios & ten Brummelhuis, 2023), resulting in a lack of understanding of the TMSC. This research proposes that employee mindfulness functions as a salutary individual difference in personal control and tempers the experience of anxiety following supervisor BLM, thereby expanding the theoretical framework of the TMSC by incorporating mindfulness as a contingency factor that alters employees’ appraisal of a stressful event.

Practical Implications

This research has several significant practical implications for organizations. Given the challenges of organizational survival and thriving in the current “Volatile, Uncertain, Complex, and Ambiguous” (VUCA) environment, it is reasonable that supervisors choose to emphasize bottom-line outcomes. Nonetheless, our findings reveal the

detrimental effects of supervisor BLM on followers' psychological well-being, and in turn, long-term organizational development (Piao & Managi, 2022). Accordingly, instead of encouraging managers to reject supervisor BLM wholesale, we suggest that managers provide employees essential support in their task completion processes to mitigate the experience of anxiety. Anxiety signifies a sense of uncertainty toward achieving bottom lines and a fear of punishment if the targets are not met (Miceli & Castelfranchi, 2005).

There are several supportive management strategies that hospitality supervisors can adopt to reduce feelings of anxiety derived from supervisor BLM. First, communication is crucial to temper anxiety among employees (Kay et al., 2022). Hotel managers need to cultivate an environment that allows for open communication, empowerment, and inclusion and that encourages employees to share and explore the reasons for their work-related stress. Early interventions that mitigate employee anxiety can be used to help prevent negative outcomes such as employee absenteeism (Nash-Wright, 2011). One trend among hospitality organizations is the use of mobile apps or digital communication platforms for employees to chat and communicate during working hours. Digitalizing the workplace and giving employees a communication platform with which they can connect to the organization and each other are strategies that can be considered by hotel management.

Second, supervisors can closely monitor individual employees' task progress and provide timely feedback and essential resources during the process. For instance, managers can effectively utilize the morning briefing by encouraging group members to share updates on their work and discuss any problems they have encountered (Sopforhotel, 2024). Holding regular one-on-one meetings during coffee breaks or

afternoon teatime is also an effective way for supervisors to demonstrate personal care for and support of their followers, thereby increasing employees' leader-member exchange and reducing feelings of anxiety.

Third, it is worth noting that anxiety is not entirely harmful. Anxious employees tend to seek help from colleagues, and help-seeking promotes the type of collective effort that is useful for identifying and solving problems. Managers can monitor employees' anxiety levels to ensure they stay within a range that is beneficial for the organization based on its short-term goals. Hospitality organizations can also subscribe to online emotion-regulation programs and encourage their employees to enroll in these programs, thereby helping them gain a better understanding of how to regulate emotions.

Finally, this research suggests that mindfulness can significantly alleviate employee anxiety following supervisor BLM. Indeed, mindfulness can help hospitality workers control their emotions and cope with anxiety professionally and personally. To help employees take advantage of this tool, hospitality managers could provide regular mindfulness training to employees. Mindfulness training can be considered a self-management strategy that employees can use to cope with stress and anxiety. It can be carried out as a form of behavioral therapy, whether it is offered online, in a group environment, or with the aid of mobile apps. For instance, managers can encourage employees to meditate at the end of day to reap the benefits of mindfulness (Lyddy et al., 2021). In addition to offering mindfulness training programs, managers can encourage followers to write gratitude notes at the end of day. Such notes encourage employees to be more positive and creative in their interpersonal relationships and problem-solving processes, thereby enhancing their mental well-being and work satisfaction (Forbes,

2018).

LIMITATIONS AND FUTURE RESEARCH

This research has several limitations that should be considered in future studies. First, although a between-subjects design was used, future research could explore within-person fluctuations in how supervisor BLM is perceived in hospitality settings. For instance, employing an experience sampling approach may help elucidate how employees' perceptions of supervisor BLM change over time (within-person variability) and how these changes, depending on individuals' mindfulness levels (between-person variability), influence their experience of anxiety. Second, in this research, participants self-reported their proactive and help-seeking behaviors, raising possibility of common method bias (Podsakoff et al., 2003). While previous studies have also relied on employees' self-assessments of these behaviors, future research could ask external raters, such as supervisors, to evaluate employees' behaviors.

Third, this research identified anxiety as the primary employee emotion evoked by supervisor BLM. In line with the TMSC and existing stress research, supervisor BLM triggers uncertainty toward one's career development, which is a crucial aspect of anxiety. Therefore, we suggest that anxiety is a typical and indeed the most common emotional response to supervisor BLM. Of course, we acknowledge that employees may also experience other emotional responses, such as anger and frustration, when confronted with supervisor BLM. In this regard, we call for future research to explore a broader range of emotional responses among employees subject to supervisor BLM.

Finally, this research focused solely on employees' problem-focused coping

strategies following the experience of anxiety derived from supervisor BLM. According to the TMSC (Lazarus & Folkman, 1984), emotion-focused coping is a path that employees may take when they encounter work stress and negative emotions. Although previous research has examined employee withdrawal behavior as typical emotion-focused avoidance behavior following anxiety (Cho et al., 2024), future studies could explore other potential emotion-focused coping strategies, along with problem-focused coping, for employees to use when they experience anxiety following supervisor BLM.

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