

The Predictive Ability of a Supervisory Style on the Well-Being and Creativity of Employees at the Jordanian Potash Company

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Abstract

The current study aimed to examine the predictive ability of supervision styles for creativity at work and psychological well-being among employees at the Jordanian Potash Company. A survey was conducted using supervision styles, creativity at work, and psychological well-being measures on 200 employees ranging in age from 22 to 55. The study also investigated whether there were differences in this predictive ability based on marital status, age, and years of experience. The results of the study indicated that the most common supervision style was the democratic style. The results also showed a predictive ability of supervision styles for creativity at work, with regression coefficients explaining 9.5% of the variance. The values of standardized regression coefficients were positive and statistically significant for the democratic style, negative and not statistically significant for the authoritarian style, and positive and not statistically significant for the permissive style. Furthermore, the study revealed a predictive ability of supervision styles for psychological well-being, with regression coefficients explaining 18% of the variance. The values of standardized regression coefficients were positive and statistically significant for the democratic style, positive and not statistically significant for the authoritarian style, and statistically indicative for the permissive style. The study found no significant differences in the predictive ability of supervision styles for creativity at work and psychological well-being based on variables such as age, marital status, and years of experience.

Keywords: *Psychological well-being, creativity at work, supervision styles, Jordanian Potash employees.*

Introduction

In today's business landscape, having highly professional managers and leaders is paramount. Successful organizations prioritize hiring exceptional leaders to optimize work efficiency and inject dynamism into tasks. Conversely, the presence of unqualified

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or non-professional leaders and managers, lacking the necessary skills for administrative roles and effective teamwork, can significantly hamper productivity and overall organizational functioning. Identifying and selecting effective leaders is considered a critical factor in an organization's success. Appropriate leadership not only enhances productivity but also fosters the psychological well-being of employees, promoting their long-term engagement and enabling them to realize their full potential (Alia, et al., 2015).

Supervision and leadership patterns are pivotal within institutions and companies, as they significantly impact the overall functioning of the organization. Employees require adept leaders and supervisors who can channel their energies and creativity effectively and efficiently. When employees are content with their supervisors, their job satisfaction increases, making them more resilient in facing the challenges of demanding work environments. The role of leadership in fostering innovation and creativity within companies cannot be overstated. Leaders can either facilitate or impede innovative activities among employees. Authoritarian leaders are inclined to hinder the implementation of innovation and creative strategies among employees, while democratic leaders tend to promote these aspects and derive maximum benefit from their teams. Numerous studies affirm that authoritarian leadership can stifle creativity, hinder productivity, and adversely impact various facets of the organization such as marketing, production, service delivery, and recruitment processes. Effective leadership is paramount, and poor leadership and supervision strategies can lead to the failure of companies. Policymakers and organizational leaders should recognize the pivotal influence of encouraging employees' creativity and innovation. Cultivating an innovative and creative mindset is not only vital for economic growth but also essential for fostering dynamic and competitive ecosystems. Such a mindset is difficult to cultivate within an authoritarian and non-responsive leadership paradigm (Costa et al., 2023).

Supervisory style and wellbeing

Supervisory style significantly impacts employee well-being in the workplace. Daily interactions between supervisors and employees influence motivation, psychological well-being, anxiety levels, and tension levels among the workforce. For instance, research demonstrates that democratic leadership is linked to increased self-efficacy and improved self-concept among employees, while autocratic or dictatorial leadership is associated with heightened stress and tension. Autocratic leadership can lead to negative self-perception and adversely affect work productivity (Stempel & Rigotti, 2022).

Being under the supervision of an aggressive and verbally abusive or disrespectful leader can cause frustration and disrupt an employee's professional growth. It often leads to increased anxiety, reduced job satisfaction, higher turnover rates, and a tendency to neglect job commitments. This, in turn, heightens the risk of experiencing burnout, depression, and a desire to leave the organization. A nurturing and supportive leadership style is crucial for promoting a healthy and thriving work atmosphere. Participatory leadership, characterized by positive interactions and constructive communication between leaders and employees, has a positive impact on employees' well-being. It fosters a positive emotional state and heightens motivation and energy levels among employees, thus encouraging them to effectively perform their duties. The supervisory style, including the way leaders interact with employees, is closely linked to the psychological well-being of employees. Having a positive and adept leader who can engage with employees positively and wisely significantly influences the psychological state of the workforce and the overall work environment (Clercq, et al., 2021).

Supervisory style and creativity

Cultivating a conducive supervisory environment that nurtures creativity is imperative for organizational innovation and growth. In the rapidly evolving and intricate landscape of contemporary businesses, a significant challenge lies in augmenting the creative potential of employees. Employee creativity, encompassing the inclination to generate fresh,

valuable, and innovative ideas regarding productivity, professional practices, services provided, or workplace procedures, holds substantial benefits for organizational transformation, innovation, competitiveness, effectiveness, and long-term business success. The type of supervision plays a pivotal role in the institutional environment, preceding the innovation process and bearing significant responsibility for it (Chen, et al., 2022).

Weiss and Cropanzano (1996) assert that emotional events and the responses of employers and supervisors to employees in the workplace trigger emotional and behavioral reactions among employees. A positive supervisory pattern involving constructive interactions and comments between supervisors and employees creates favorable work events. Conversely, supervision characterized by negative interactions and comments engenders adverse work events. Workplace characteristics such as leadership style profoundly influence the creative process among staff. Chen et al. (2022) argue that an authoritarian and aggressive supervisory style can stifle creative thinking and escalate avoidance behaviors, inevitably restricting employees' creativity. Therefore, the supervisory pattern is a decisive factor in employees' creative behaviors (Chen, et al., 2022).

Study Objectives:

This study aims to: Identify prevalent supervisory styles within the Jordanian Potash Company. Determine the most common supervisory styles within this major company. Assess the predictive capabilities of supervisory styles on work creativity and psychological well-being among employees. And explore potential impacts of variables such as age and years of experience on supervisory styles.

Study Problem:

Despite existing studies on supervisory styles in the workplace, none have effectively combined supervisory styles with employee creativity at work and psychological well-being, particularly among employees in large companies in Jordan. This is the distinctive feature of the current study. It emerged in the form of predictive ability for supervisory styles regarding psychological well-being and creativity at work, a unique endeavor never conducted in Jordan, setting it apart in this area.

The idea for the research was inspired by the personal experiences and readings of the researchers. Recent studies and statistics indicate that supervisory problems cost large companies significant losses. For example, a study by Wang et al. (2023) pointed out that dictatorial supervision costs American companies losses estimated at \$23.8 billion. This is a massive figure caused solely by poor supervisory styles affecting 13.6 million employees – a substantial number.

After searching various global and Arabic websites and search engines, it became evident that there is a significant lack of statistics worldwide regarding the number of companies that have suffered losses due to negative supervisory styles. Research findings emphasize the critical role supervisory styles play in productivity and employee well-being. However, precise statistics demonstrating the scale of the problem are absent.

Addressing this research problem will contribute significantly to understanding the impact of supervisory styles on company performance, well-being, and creativity among employees in large companies, filling an important knowledge gap.

The research problem becomes evident when one considers the community's need for effective and positive leadership supervisory styles that influence an employee's job performance, potentially contributing to their psychological well-being and work creativity. Drawing from their personal and professional experiences, the researchers, after years of professional experience, decided to delve into this field.

Some of the researchers have lost their jobs due to poor management styles, while others are administrators in need of a better understanding of the intermediary role supervisory styles play in aiding their employees. The third researcher is an employee with over 15 years of experience at the Arab Potash Company. Through his personal experience, he decided to explore this field after witnessing the experiences of several administrators and how their supervisory styles impacted the psychological well-being and work creativity of employees.

A side from our personal experiences, you, as a reader, researcher, and employee, can critically assess the administrators you've worked under at various times and recognize the differences in your psychological well-being, work creativity, and even productivity based on the supervisory styles you were subjected to. It is from this perspective that the researchers chose the research topic.

Study questions:

1. What is the prevailing supervision pattern in the Jordanian Potash Company?
2. What is the predictive ability of the supervision pattern on creativity and psychological well-being among workers in the potash company?
3. Do the predictive ability of the patterns of supervising creativity at work differ in the light of the variables of age, marital status and number of years of experience?
4. Do the predictive ability of the patterns of supervision differ on psychological well-being in the light of the variables of age, marital status, and years of experience?

Study Importance:

This study holds unique significance in Jordan, as it appears to be the first (to the best of the researcher's knowledge) to address a specific group of employees at the Jordanian Potash Company. It's also pioneering in terms of combining variables such as psychological well-being and work creativity, and predicting their correlations. Additionally, this study used three internationally recognized scales published in international journals, ensuring benefit and transparent results for Arab researchers. In brief, the significance of this study lies in:

Theoretical Significance:

Discovering supervisory patterns and their prevalence within the Jordanian Potash Company, potentially filling gaps in prior research. Revealing the predictive capacity of supervisory styles regarding psychological well-being and work creativity, potentially contributing new insights to prior research.

Practical Significance:

Providing a foundation for future research and potentially motivating decision-makers to create preventive and remedial strategies for addressing these issues.

Method

Participants and Procedures:

To find the study sample, the researchers faced challenges in implementing the study. The company required complex procedures to apply any type of study to its employees. Additionally, the company's location is very far from the capital, Amman. The questionnaires have been distributed to the company's offices located in two distant areas. While the employees were cooperative, it took a long time to apply the three questionnaires to each person to ensure the integrity of the results. The researchers were also concerned that the responses to the questionnaires, especially those related to authoritarian supervision style, might not be answered transparently and objectively.

However, it was clear to the employees that all this information is confidential. We were committed to applying the measures with a high degree of transparency. We selected employees who allowed us to apply the assessment. We did not select employees who showed a lack of willingness to participate in the assessment. Some questionnaires were excluded due to incomplete answers and the appearance of patterned responses. Therefore, the final number we were able to collect was 200 questionnaires. from the Jordanian Potash Company. Participation was voluntary, and individuals willingly completed the questionnaires. Table No. (1) presents the sample distribution.

Table 1: Distribution of the study sample

variable	variable levels	the number	percentage
the age	From 20 to less than 35 years old	76	38%
	From 35 to less than 50 years old	83	41.5%
	years and over 50	41	20.5%
marital status	single	47	23.5%
	married	153	76.5%
Years of Experience	Less than 5 years	43	21.5%
	From 5 to 10 years	54	27%
	More than 10 years	103	51.5%
	Total	200	%100

Study tools:

1. The Leadership Styles Questionnaire: was adapted and translated from Northouse's study (2008) to create a Jordanian version of the scale. The questionnaire comprises 18 items distributed across three dimensions. The development of the scale involved the following steps: translation of the scale, and reformulation of its paragraphs to suit the local context and applicability to workers in the Jordanian Potash Company.

To validate the scale, correlation coefficients were calculated between the items and the total score for each supervision style. For the authoritarian style, the correlation coefficients ranged between 0.315 and 0.643. For the democratic style, the coefficients ranged from 0.477 to 0.620, and for the permissive style, the coefficients ranged from 0.439 to 0.622. These coefficients were considered appropriate, indicating the validity of the measure for assessing supervision styles among employees at the Arab Potash Company. Additionally, the stability coefficient was calculated using the internal consistency method through the Cronbach alpha equation, and the results are presented in Table No. (2).

Table 2. Reliability coefficients extracted by the internal consistency method using the Cronbach equation to measure the supervisory styles of the employees of the Arab Potash Company

number	supervisory style	Stability coefficient Cronbach Alpha	The number of paragraphs
1	authoritarian	0.769	6
2	Democratic	0.795	6

number	supervisory style	Stability coefficient Cronbach Alpha	The number of paragraphs
3	Permissive	0.777	6

Table 2 shows that the total stability of the authoritarian style of the supervisory styles scale among the employees of the Arab Potash Company amounted to (0.769), for the democratic style it amounted to (0.975), and for the permissive style it amounted to which are appropriate values and indicate the stability of the supervisory methods, (0.77) scale among the employees of the Company Arab potash.

2. Psychological well-being scale : The Warwick-Edinburgh Mental Wellbeing Scale (WEMWS) was translated and adapted to create a Jordanian version of the scale. This version comprises 14 items, all formulated with positive language covering various aspects of mental health, feelings, and performance. The scale's development involved meticulous steps, including translation by a specialized translator and reformulation of paragraphs to align with the local context and the specific work environment of employees in the Jordanian Potash Company. To validate the scale, correlation coefficients were calculated between the items and the total score for psychological well-being. The correlation coefficients ranged between 0.645 and 0.782, indicating the validity of the constructed measure for assessing psychological well-being among employees of the Arab Potash Company. A validation survey involving 30 employees was conducted to obtain these results. Furthermore, the stability coefficient was determined using the internal consistency method with the Cronbach alpha equation. The stability coefficient obtained was 0.870, affirming the stability of the psychological well-being measure for employees at the Arab Potash Company.

3. Creativity scale : was developed based on insights from various studies, including Tan & Ong (2019), Kaufman (2019), Lehmkuhl et al. (2021), and others. The initial form of the scale contained 20 items, which were later refined to a final version consisting of 12 items. Validation and reliability testing involved analyzing correlation coefficients for each item with the total score and its association with specific domains. This analysis was conducted on an exploratory sample outside the study's main sample, comprising 25 employees of the Potash Company. The correlation coefficients ranged between 0.441 and 0.817, indicating the validity of the constructed Work Creativity Scale for assessing work creativity among employees at the Arab Potash Company. For stability assessment, the scale was administered to a survey sample of 30 employees. The stability coefficient was calculated using the internal consistency method with the Cronbach alpha equation, yielding a stability coefficient of 0.914. This coefficient indicates a high level of stability for assessing creativity at work among employees at the Arab Potash Company.

Result and discussion:

Results related to the first question: What is the prevailing supervision pattern in the Jordanian Potash Company?

To answer this question, the frequencies and percentages of the prevailing supervisory patterns in the Jordanian Potash Company were extracted from the employees' point of view, and Table No. (3) shows these results

Table 3. Frequencies and percentages of the prevailing supervisory patterns in the Jordanian Potash Company from the employees' point of view

the pattern	the number	percentage
authoritarian	16	%8

the pattern	the number	percentage
Democratic	163	81.5 %
Permissive	21	%10.5
the total	200	100 %

Table (3) presents the prevalent supervision style in the Jordanian Potash Company as perceived by employees. The democratic style emerged as the most common, with a frequency of 163 (81.5%) within the study sample. This result is likely attributed to the company's emphasis on employing modern supervisory methods that align with both organizational and employee needs. The democratic approach allows employees the freedom to express their opinions, positively impacting how they perceive supervision and its significance.

In organizations where a good relationship exists between supervisors and employees, individuals are more likely to actively participate and engage in problem-solving, skills development, and the advancement of the company. Having worked within the Jordanian Potash Company for many years, observed the company's dedication to providing optimal conditions for its employees. The company offers training and courses to managers and supervisors, underscoring the importance of fostering participatory and interactive relationships.

The Jordanian Potash Company's notable success, evident in its 2022 profits of 601 million, can be attributed, at least in part, to its employees' sense of belonging, comfort, and motivation to achieve for the company. This success would not have been possible without a positive and constructive relationship among employees, supervisors, and the company's leadership.

The results related to the second question: What is the predictive ability of the supervision pattern on creativity at work and the psychological well-being of workers in the potash company?

To answer this question, multiple regression coefficients were extracted to measure the predictive ability of the supervision pattern on creativity at work, and the psychological well-being of the workers in the potash company, and the following is a breakdown of these results.

First: the predictive ability of the style of supervising on creativity at work

Table 4. Multiple regression coefficients to measure the predictive ability of the supervisory style of creativity at work among workers in the potash company

Sample	non-standard transactions		Standard coefficients beta β	t value	Statistical significance	R	R ² -	f value	Statistical significance
	regression coefficient	standard error							
Constant	37,290	3,365		11,081	.000	.309	.095	6,881	.000 *
authoritarian	-.018	.100	-.013	-.175	.861				
Democratic	.456	.126	.270	3,626	.000 *				
Permissive	.141	.134	.083	1,051	.295				

*Statistically significant at the significance level of 0.05

Table (4) provides regression coefficients indicating that the combined influence of the variables (authoritarian, democratic, and permissive styles) explains 9.5% of the variation in creativity at work. This explanation is statistically significant at the 0.05 level. The standardized regression coefficients show that the democratic style variable has a positive and statistically significant impact, while the authoritarian style variable has a negative and statistically insignificant impact. The permissive style variable has a positive and statistically insignificant impact.

The positive impact of the democratic style on creativity at work can be attributed to the environment it fosters, wherein employees feel encouraged to present their best ideas. Democratic supervisors promote a culture where ideas flow freely, participation in decision-making is encouraged, and employees' energies are unleashed. When employees feel they are part of the decision-making process, they become more engaged and motivated to achieve positive results.

Conversely, the inability of authoritarian and permissive supervision styles to predict creativity at work is due to their respective limitations. The authoritarian style restricts employees' participation and input, leading to decreased motivation and reduced desire to contribute ideas. Employees may feel ignored, and their creativity stifled. The permissive style, while better than authoritarian, still imposes limitations by not providing adequate guidance, setting clear goals, or actively participating in employees' ideas. This lack of structure and guidance inhibits employees' creativity and development.

Second: the predictive ability of the supervision pattern on psychological well-being

Table 5. regression coefficients to measure the predictive ability of the supervision style on the psychological well-being of workers in the potash company

Sample	non-standard transactions		Standard coefficients beta β	t value	Statistical significance	R	R ² -	f value	Statistical significance
	regression coefficient	standard error							
Constant	30,705	3,395		9,045	.000	.425	.180	14,361	.000 *
authoritarian	.153	.101	.106	1,509	.133				
Democratic	.777	.127	.434	6,134	.000 *				
Permissive	-.070	.135	-.039	-.514	.608				

**Statistically significant at the significance level of 0.05

Table (5) presents regression coefficients demonstrating that the collective impact of the variables (authoritarian, democratic, and permissive styles) accounts for 18% of the variance in psychological well-being. This explanation is statistically significant at the 0.05 level. The standardized regression coefficients indicate that the democratic style variable has a positive and statistically significant impact, while the authoritarian style variable has a positive but statistically insignificant impact. The permissive style variable has a positive and statistically insignificant impact.

The positive impact of the democratic style on psychological well-being is attributed to the supportive environment it creates. Employees under democratic supervision feel confident in providing psychological assistance, expressing ideas openly, and experiencing job satisfaction. This positive atmosphere supports their psychological well-being, helps in building personal capabilities, enhances adaptability to different situations, and reduces the impact of work-related stressors.

On the other hand, the inability of authoritarian and permissive supervision styles to predict psychological well-being in employees of the Arab Potash Company can be linked

to their limitations. The authoritarian style, being aggressive and lacking in engagement, fails to reward or listen to employees, disregarding their work problems and excluding them from decision-making. This inevitably affects psychological well-being and productivity. While the permissive style might initially seem conducive to well-being, it ultimately weakens employee performance by failing to set clear goals, provide proper evaluation, or offer motivation and action plans. This lack of direction and structure diminishes enthusiasm and energy, negatively impacting employees.

The results related to the third question: Do the predictive ability of the patterns of supervising creativity at work differ in the light of the variables marital status and number of years of experience?

To answer this question, the coefficient of determination R^2 was extracted, and the (G (Fisher) test was performed to examine the difference in the ability of the patterns of creativity supervision over at work in the light of the variables of marital status, and number of years of experience. The following table (5) shows these results:

First: the age variable

Table 5. Predictive ability R^2 and Fisher distribution value to test the predictive ability (between supervisory styles and creativity at work among the employees of the Arab B difference Potash Company age variable

the age	Predictive ability R^2	the number	The human z - value	p-value
From 20 to less than 35 years old	0.106	76	- 0.311	- 0.756
From 35 to less than 50 years old	0.056	83		
From 20 to less than 35 years old	0.106	76	- 1,658	- 0.097
years and over 50	0.412	41		
From 35 to less than 50 years old	0.056	83	1,939	- 0.053
years and over 50	0.412	41		

Table (5) shows that there are no statistically significant differences in examining the predictive ability between supervisory styles and creativity at work among the employees of the Arab Potash Company, according to the age variable.

Second: the social status variable

Table (5) Predictive ability R^2 and Fisher distribution value to test the predictive ability between supervisory styles and creativity at work among the employees of the Arab B difference Potash Company social status variable

marital status	Predictive ability R^2	the number	The human z - value	p-value
single	0.260	47	- 0.937	- 0.349
married	0.105	153		

Table (6) shows that there are no statistically significant differences in the adaptive ability between supervisory styles and creativity at work among the employees of the Arab Potash Company according to the variable of marital status

Third: the variable years of experience

Table 7. Predictive ability R^2 and Fisher distribution value to test the predictive ability between supervisory styles and creativity at work among the employees of the Arab B difference Potash Company years of experience Variable

Years of Experience	Predictive ability R^2	the number	The human z- value	p-value
Less than 5 years	0.256	43	- 0.960	- 0.337
From 5 to 10 years	0.059	54		
Less than 5 years	0.256	43	793 . 0	- 0.428
More than 10 years	0.113	103		
From 5 to 10 years	0.059	54	0.316	- 0.752
More than 10 years	0.113	103		

Table (7), It appears that the table demonstrates that there are no statistically significant differences in the predictive ability of supervisory styles on creativity at work based on the variable of years of experience among employees of the Arab Potash Company. This suggests that creativity at work is not significantly influenced by the years of experience of the employees.

The conclusion drawn is that factors like personality, the work environment, managerial supervisory styles, institutional policies promoting creativity, and decision-makers' mindset have a more pronounced impact on employee creativity than factors like age, social status, or experience. Creating a supportive and innovative work environment, along with effective managerial styles, is crucial for fostering creativity and innovation among employees, ultimately contributing to the success and profitability of companies and institutions.

The results related to the fourth question: Do the predictive ability of the patterns of supervision differ on psychological well-being in light of the variables of age, marital status, and number of years of experience

To answer this question, the coefficient of determination R^2 was extracted, and the test (G Fisher) was performed to examine the difference in the ability of the patterns of supervising psychological well-being in light of the variables of age, marital status, and the number of years of experience. The following table shows these results:

First: the age variable

Table 8. Predictive ability R^2 and Fisher distribution value to test the predictive ability between supervisory styles and psychological well-being among the employees of the B difference Arab Potash Company age variable

the age	Predictive ability R^2	the number	The human z - value	p-value
From 20 to less than 35 years old	0.187	76	- 0.045	- 0.964
From 35 to less than 50 years old	0.194	83		
From 20 to less than 35	0.187	76	031 . 0	0.975

years old				
years and over 50	0.193	41		
From 35 to less than 50 years old	0.194	83	0.005	0.996
years and over 50	0.193	41		

Table (8) reveals that there are no statistically significant differences in the predictive ability of supervisory styles on psychological well-being based on the variable of age among employees of the Arab Potash Company. This indicates that the employees' age does not significantly influence the relationship between supervisory styles and psychological well-being.

In summary, regardless of an employee's age, different supervisory styles do not have a notable impact on their psychological well-being. The study suggests that the effect of supervisory styles on psychological well-being remains consistent across various age groups within the organization.

Second: the social status variable

Table 9. Predictive ability R^2 and Fisher distribution value to test the predictive ability between supervisory styles and psychological well-being among the employees of the B difference Arab Potash Company social status variable

marital status	Predictive ability R^2 ()	the number	The human z - value	p-value
Single	0.372	47	1,175	0.240
married	0.187	153		

Table (9) indicates that there are no statistically significant differences in the predictive ability of supervisory styles on psychological well-being based on the variable of marital status among employees of the Arab Potash Company. This suggests that marital status does not significantly influence the relationship between supervisory styles and psychological well-being of employees.

In summary, whether an employee is married or not does not notably impact how different supervisory styles affect their psychological well-being. The study implies that the effect of supervisory styles on psychological well-being remains consistent regardless of marital status.

Third: the variable years of experience

Table 10. Predictive ability R^2 and Fisher distribution value to test the predictive ability between supervisory styles and psychological well-being among the employees of the Arab Potash B difference Company years of experience Variable

Years of Experience	Predictive ability R^2 ()	the number	The human z- value	p-value
Less than 5 years	0.296	43	0.240	0.810
From 5 to 10 years	0.249	54		
Less than 5 years	0.296	43	620 . 0	0.536
More than 10 years	0.187	103		
From 5 to 10 years	0.249	54	0.378	0.705
More than 10 years	0.187	103		

Table (10) suggests that there are no statistically significant differences in the predictive ability of supervisory styles on psychological well-being based on the variable of years of experience among employees of the Arab Potash Company. This implies that psychological well-being is not significantly influenced by the years of experience of the employees.

The conclusion drawn highlights the influence of organizational policies, laws, and the mindset of company founders in enhancing employee well-being. Implementing policies that prevent psychological burnout and work pressure, and appointing supervisors who consider psychological aspects or adhere to policies supporting employee psychological well-being, are crucial. Some companies have even taken steps such as hiring psychologists to further support the mental health and well-being of their employees. These measures are vital in creating a positive work environment that prioritizes the mental health and well-being of employees.

Discussion of study results:

the study has contributed to the literature in several ways. It demonstrated that supervisory styles predict variables related to employee engagement and psychological well-being, which are critical factors for the success of any company. Importantly, these variables had not been previously studied in the Jordanian context, especially within the Jordanian Potash Company, one of the country's most successful enterprises. Furthermore, the study identified the prevalent supervisory styles within the company. The results indicated the evident that three supervisory styles were present: authoritarian, permissive, and democratic. The democratic style was the most prevalent among these styles within the company.

One intriguing aspect of the study was that no statistically significant differences emerged based on variables such as gender, marital status, and years of experience. This was surprising to the researchers, as it suggests that the system in place at this large company does not allow these variables to significantly impact psychological well-being and creativity at work. While it was expected that these variables might have an effect, the study's results did not show statistically significant differences.

This result can be attributed to the company's specific work environment and the supervisory styles employed. The democratic supervisory style, which emphasizes collaboration and employee engagement, might create an inclusive atmosphere where these variables do not play a significant role in determining employee well-being and creativity.

In conclusion, our study has provided valuable insights into the relationship between supervisory styles, employee engagement, and psychological well-being, especially within the unique context of the Jordanian Potash Company. These findings can inform the development of more effective management and HR policies to enhance employee well-being and creativity in the workplace. However, further research is warranted to gain a deeper understanding of the specific factors contributing to these results and to explore the potential impact of other variables that were not examined in this study.

Based on our research findings, we will provide a set of recommendations that may help business managers and owners become aware of the importance of the impact of supervisory styles on the overall company performance. For example:

Improve Management Styles: Managers should enhance their management styles and cultivate positive leadership behaviors. They should undergo training to reduce the stress and tension resulting from negative leadership behaviors on employees.

Foster Positive Communication: Managers should engage with their employees positively, fueling their passion for work and broadening their knowledge to contribute to more valuable work.

Attend to Employee Emotions and Thoughts: Managers should pay attention to the emotions, thoughts, and preferences of their employees, as this contributes to individual creative behavior.

Address Emotional and Psychological Needs: Managers should care for the emotional and psychological needs of employees as it contributes to improving psychological well-being and creativity.

Provide Constructive Feedback: Managers should offer positive and effective feedback, not concentrating solely on negative comments and criticism.

Create a Positive Organizational Climate: The company should establish a positive organizational environment and guide employees to establish a sense of belonging to the company.

Implementing these recommendations can lead to an improved work environment, increased employee satisfaction, and creativity, ultimately enhancing the overall performance of the company.

Recommendations:

The researchers recommend the following actions based on the study's findings:

- Work on increasing employees' psychological well-being through adopting a democratic and collaborative supervisory system that promotes their psychological well-being.
- Implement continuous and ongoing assessments related to employees' mental health, with the involvement of a psychologist or mental health specialist.
- Provide training and workshops for managers aimed at improving employees' psychological well-being to enhance productivity and creativity at work.
- Activate special systems for submitting suggestions and complaints while carefully studying and monitoring their contents.
- Implement a system that ensures managers do not adopt authoritarian behaviors towards employees to safeguard the company's interests, especially in larger corporations.
- Establish motivation systems for employees to boost their motivation for productivity and creativity, supporting innovative ideas from some employees.
- Advocate for state laws mandating companies to follow policies that encourage creativity and psychological well-being among employees. These policies should be developed by experts and decision-makers in the field.
- Researchers also recommend conducting more longitudinal and experimental studies using various methodologies and incorporating additional variables to obtain better insights into the realities of such companies.

These recommendations aim to enhance the working environment, creativity, and psychological well-being among employees, which can contribute to better organizational performance and success.

Conflict of interest:

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Ethics Statement:

This research adheres to the highest ethical standards and principles. All aspects of this study involving human subjects have been conducted in accordance with the humanitarian and Scientific and are in full compliance with applicable laws and regulations.

Informed consent was obtained from all participants, and their confidentiality and anonymity have been rigorously preserved. Any potential conflicts of interest have been disclosed and managed appropriately. This study respects the principles of fairness, respect, and integrity in research.

Should you have any concerns or require additional information regarding the ethical conduct of this research, please do not hesitate to contact [Wafaa.dames@yahoo.com].

We are committed to upholding the ethical integrity of this study, and any feedback or concerns will be taken seriously and addressed promptly.

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