

Relationship between Abusive Supervision and Turnover Intention: Roles of Work Meaning and Organizational Commitment

Yi Li, Dacheng Li

Department of Business Administration, Shanghai University, Shanghai, China

Corresponding Author: Dacheng Li

ABSTRACT: *On the basis of social exchange theory and conservation of resource theory, this study examined the influence of abusive supervision on turnover intention by investigating the moderating role of work meaning and mediating role of organizational commitment. Using a mediated moderation framework, this study indicates that work meaning moderates the negative effect of abusive supervision on employee's organizational commitment and attenuates the positive indirect effect of abusive supervision on employee's turnover intention. The results of this study drawn from the sample of 263 employees in a certain enterprise located in Shanghai, support its hypotheses. Theoretical and practical implications of the study, as well as directions for future research, are also discussed.*

KEY WORD: *Abusive Supervision, Work Meaning, Organizational Commitment, Mediated Moderation*

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I. INTRODUCTION

In recent years, the global economic integration brings tremendous competition and frequently organization changes, forcing employees to face the pressures in their work. In China, based on the background of high power gap and the long-time culture influence, the abusive supervision phenomenon is very common. We were shocked by the incidents of the Fedex covert bullying staff resignation and the Foxconn's "suicide jumpers" series, more importantly, we need to find out the reason and take scientific action to avoid these phenomenon.

According to the 2009 trustees investigation report from ZHILIAN.COM about the cold violence in workplace, in a month investigation, a total of 1,000 professionals were participated in it. The survey shows that more than 70% employees had experienced cold violence in the workplace, of which more than 70.1% came from their superiors. Why did some employee rather choose to keep suffering than leave the workplace and why did the others choose to quit their job?

The concept of abusive supervision was proposed refers to the subordinate perception at constant verbal and nonverbal, without hostile behaviour of body contact (Tepper2000). For example, openly mocked the subordinates, call the subordinates derogatory names, the seizure of subordinate information needed, breaking the promise with subordinates or silence to the subordinate. The researchers found the abusive supervision would bring a series of negative effects, Including the negative attitude, Resistance behaviour, aggressive behaviour, deviant behaviour and psychological distress, performance decline and may even affect the subordinate's family life. The abusive supervision as a negative leadership behaviour, has comes to the researchers' attention, increasing number of scholars began to pay attention to the abusive behaviours in the organization, and it is becoming a hot research topic in recent years.

Work meaning as one of the four dimensions of Psychological Empowerment, refers to the job requirements match with the individual beliefs, values and behaviour. Recent years, Scholars have more regard psychological empowerment as intermediary variable to investigate the relationship between the relevant variables, and the significance of the work as a moderator variable to study the relationship between the variables is relatively less. Since Becker (1960) put forward the concept of Organizational Commitment, it has been an important subject in the research of scholars. A series of studies have shown that organizational commitment and Turnover intention have close relations (Steers, 1976; Morris&Sherman, 1976; Randall, 1987; Quarles, 1994).

In conclusion, abusive supervision, as a new research topic, related research is still in its infancy in our country, the localization research is very limited, the number of the current abusive supervision research remains to be continue to deepen. This study tried to be on the basis of previous study, with the background of Chinese culture, Introduce Variables' of Work Meaning, organizational commitment and Turnover intention, to explore

the abusive supervision, the Work Meaning, and the mutual relationship and the mode of action between organizational commitment and Turnover intention.

Although abusive supervision is a relatively new field, but it's more and more get the attention of a large number of researchers. Since Tepper (2000) put forward the concept of abusive supervision, in the research of this field is developing rapidly. However, the current domestic researches on abusive supervision were rare.

Therefore, the aim of this study is research on the mode of action of abusive supervision under the background of the Chinese culture, make the results more aligned with the Chinese enterprises, and abusive supervision for the first time researched by constructing a mediated moderating effect model to discuss abusive supervision's mechanism of action. Exploring abusive supervision influence on employee Turnover intention, and introduce Work Meaning and organizational commitment as adjust variable and intermediary variables respectively, both at home and abroad for the first time to manage bullying of a mediation effect model, the regulation of bullying and rich management localization of research, research in the field of the dynasty, to promote domestic unique management mechanism of action of bullying theory research has important theoretical value.

II. RESEARCH MODEL AND HYPOTHESIS

2.1 Abusive supervision, turnover intention and organizational commitment

When you see the whole world, the recruitment of high-caliber and skilled employees is high valued today as compare to the past years. Many factors such as globalization, increase in research work and rapid growth in technology make firms recruit and retain human capital very critical (Hinkin & Tracey, 2000) while due to labor shortages in industries all over the world, has given importance to retaining key employees for organizational success and competitive advantage and the managers have seriously focused on and implemented human resources policies and practices to actively trim down avoidable and undesirable turnover (Hom, Roberson, & Ellis, 2008).

Abusive supervision would bring a series of negative effects, Bullying subordinates tend to have lower employee satisfaction, higher turnover rate, more negative emotions, are more likely to lead to resistance behaviour of subordinates, aggression and deviant behaviour in the workplace. These factors are the causation of employee's demotivation and turnover intention.

According to (Mobley et al, 1979) there are two forms of turnover. One is actual leave while the other is the intended or psychological. Actual job turnover usually occur by availability of alternative jobs while if there will be no option of alternative job and the employee is interested in leaving the organization, then it will become job turnover intention or psychological turnover. Psychological turnover usually leads to think or talk about quitting. Furthermore, turnover is costly for organizations as it requires recruitment, selection, and training expenses of new employees (Alexander, Bloom, & Nuchols, 1994).

Study found that abusive supervision and psychological distress have positive correlation and the subordinates who perceived their supervisors as abusive, were intended to leave their jobs (Tepper, 2000). Also, study found that abusive supervision negative influence individual state of pride (Burton & Hoobler, 2006). (Harvey et al., 2007) logically support this argument that high levels of abusive supervision will enhance turnover intention. Further Tepper (2000) said that abusive supervision is the one factor that affects individuals to dislike their job and supervisor and hence caused for turnover intention. The more supervisors will be engaged in abusive behaviour, the more subordinate's perception of organizational justice would be effected which will affect the subordinate's decision to quit (Tepper, 2000). Further (Tepper 2000) added that it badly affects employee's turnover. A series of studies have shown that abusive supervision positive correlation with turnover intention (Tepper, 2000; Schat, Desmarais, et al., 2006). (Khan & Qureshi, 2010) treat turnover intention as one of the negative employee outcomes of abusive supervision and (Ahmed & Muchiri, 2014) said employee's psychological contract breach will mediate the relationship between a supervisor's abusive supervision and an employee's intent to leave the organisation. .

One of the basic principles of Social Exchange Theory (Blau, 1964; Cropanzano & Mitchell, 2005) is mutual reciprocity. Reciprocity is usually positive reciprocity, but also can be a negative reciprocity, such as revenge negatively (Cropanzano & Mitchell, 2005). As a result, abusive supervision subordinates may retaliate by increasing turnover intention to the supervisor's bullying. Therefore, on the basis of the above, we assumed:

Hypothesis 1: The supervisor's abusive supervision has a positive effect on employee turnover intention.

Study shows that the management will not only produce a series of negative consequences, such as dimission, deviant and aggressive behaviour, it would also affects the performance of subordinates, bullying subordinates tend to make less organizational citizenship behaviour. In addition, the abusive supervision will also affect the subordinate of family life, give employees more family-life conflict. A series of studies have shown that abusive supervision and job satisfaction (Tepper, 2000; Tepper, Duffy, Hoobler, & Ensley, 2004;

Schat, Desmarais, et al., 2006) and organizational commitment (Duffy et al., 2002; Schat, Desmarais, et al., 2006; Tepper, 2000). (Tepper et al, 2014) developed an integrated model of the relationships among abusive supervision, affective organizational commitment, norms toward organization deviance, and organization deviance. One interpretation of these findings is that the behaviour of an employee's supervisor provides information as to whether the employee's relationship with management is one of social exchange or economic exchange. Whereas supportive supervisor behaviours communicate to employees that they are highly valued and that their relationship with the organization is one of social exchange, hostile and abusive supervisor behaviours suggest that the organization has little trust that the employee can be counted on to fulfil their contractual agreements, much less make contributions to a relationship involving unspecified obligations.

The Expectancy theory of motivation proposes an individual will behave or act in a certain way because they are motivated to select a specific behaviour over other behaviours due to what they expect the result of that selected behaviour will be. When the subordinates meet with the abusive supervision behaviour from their bosses, they may lead to organization deviance (through affective commitment), and when it doesn't work, it will lead to the subordinates' organizational commitment. Also, Wu (2008) found that the more power supervisors have, the more significant the relationship between abusive and emotional labor is. Cheng, Chen, Yuan, and Lee (2012) illustrated that inappropriate supervision will easily reduce employee's commitment and raise the withdrawal behaviour. Considering the above arguments, we propose:

Hypothesis 2: The supervisor's abusive supervision will be negatively related to employees' organizational commitment.

2.2 Work Meaning's moderate effect for abusive supervision, Turnover intention and organizational commitment

Meaning of work is employee's job objective and it depends on individual's own value system or standard (Thomas&Velthouse, 1990), it's refers to the job match with individual beliefs, values and behaviour. The Conservation of resources (COR) theory posits that people have a primary motivation to build, protect, foster, and maintain object, personal, condition, and energy resources. Stress occurs when resources are threatened or lost, or when there is a failure to gain resources following resource investment. Based on this theory, (Hobfoll,1989) suggested that when the resources are threatened people can produce stress and insecurity. Abusive supervision may produce any of the conditions of threaten resources, which can lead to competent subordinates to spend time and energy to deal with bullying, rather than focus on their core tasks.

The employees who experience high levels of work meaning have a substantial investment of work, attached great importance to their input resources, and experience the ultimate goal in their work according to (Spreitzer, 1995). Therefore, we may expect when the level of abusive supervision is low, employees with high work meaning would have the highest organizational commitment and the lowest turnover intention. But with the increase of abusive supervision, organizational commitment and turnover intention of employees will be affected.

One study builds on previous research examine the relationship between abusive supervision and job performance, predict that the meaning one gains from work moderates these relationships(Harris, 2007). Furthermore, (Jaramillo, 2013) study first offer empirical evidence that both job stress and job attitudes are the mechanisms through which a high ethical climate leads to lower turnover intention and higher job performance. Results indicate that ethical climate results in lower role conflict and role ambiguity and higher satisfaction, which, in turn, leads to lower turnover intention and organizational commitment. Also, findings indicate that organizational commitment is a significant predictor of job performance. These observations suggest the following research hypothesis:

Hypothesis 3: Work Meaning will moderate the positive relationship between abusive supervision and turnover intention.

Mowday et al. (1979) defined organizational commitment as the "relative strength of an individual's identification with and involvement in a particular organization." As noted by Mayer and Schoorman (1992), organizational commitment indicates the belief in and acceptance of organizational goals and values and the willingness to exert considerable effort on behalf of the organization. Previous studies have suggested that employees' meaning of work can be a motivational factor that enhances commitment to the organization (Morse and Weiss, 1955 ; Hackman and Oldham, 1976). According to Morin (2008), "work is meaningful for employees in organizations where quality of work life prevails." He also reported that meaning of work practices strengthen organizational commitment and reduce absenteeism and lateness. Chalofsky and Krishna (2009) noted that in order for an organization to maintain excellent human resources and improve their commitment, new approaches for motivating them should be developed. In particular, they found that external motivation was inefficient and limited and that it was important to induce devotion and commitment through improving internal motives, such as the meaning of work. Furthermore, Beukes and Botha (2013) suggested that when employees realized they were fulfilling a personal purpose and doing socially meaningful work, not a job

to maintain their livelihood, their level of participation and commitment to their organization became higher. Furthermore, when meaning was attached to their work, they perceived that they were contributing to their organization, that they belonged to it, and that they had better chances of staying in their organization. Ivztan et al. (2013) observed that a job differed according to the degree to which personal meaning was attached to it. Those who attached personal meanings to their jobs had excellent commitments to their occupation. These previous results indicate the importance of finding meaning at work as well its relevance the level of commitment to a job. Based on previous studies on employees' meaning of work, the present study assumes that employees' meaning of work has a significant effect on their organizational commitment (Maharaj and Schlechter, 2007).

(Herzberg et al., 1959) also suggest the employee only get job satisfaction when they have meaningful work (opportunity of challenge and recognition). (Hackman&Oldham,1976) think When an individual understands that the results of his work may have a significant effect on the well-being of other people, the meaningfulness of that work usually is enhanced, employees who aware value of work would also perceive higher levels of job satisfaction than the employees perceive no value in their work. The research of (Bass, 1985) also certified that meaning of work led to the increase of work motivation and satisfaction. (Thomas&Velthouse1990) considered the relation between meaning of work and job satisfaction.

Study found that work meaning have a moderate effect to the negative correlation between abusive supervision and work performance(Harris, 2007). (Brett, 1995) study also found employees' financial requirements' moderate effect of the relationship between their organizational commitment and work performance. Thus, we tested the following predictions:

Hypothesis 4: Work Meaning will moderate the negative relationship between abusive supervision and organizational commitment.

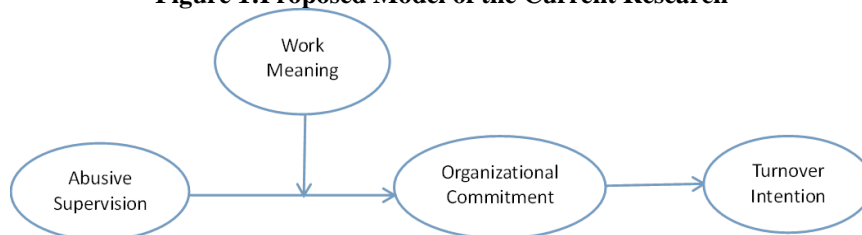
2.3 Work Meaning's moderate effect between abusive supervision and Turnover intention, mediated by organizational commitment

Organizational Commitment is generally refers to the strength of the individual identity and participate in an organization. (Steers, 1977) study found that organizational commitment can enhance employees to stay with the company. And the predicted effect of organizational commitment on departure behavior has been confirmed by many empirical studies. (Arnold, 1982) suggested that low level of commitment of employees are most likely to leave their jobs. (Meyer&Allen, 1997) also found that organizational commitment affects many performance variables, but it had the biggest influence on departure. From the researches above we can get the support that employees' work meaning moderate the relationship between abusive supervision and turnover intention, and the moderate effect was decided by the employee's organizational commitment as mediator. Abusive supervision effects on the organizational commitment become larger for employees with high meaning of work, and this effect further affect employee Turnover intention. Therefore, we hypothesized the following:

Hypothesis 5: Work Meaning will moderate the negative relationship between abusive supervision and turnover intention, mediated by organizational commitment.

According to the above assumptions, build the overall structure model among abusive supervision, work meaning, organizational commitment and turnover intention.

Figure 1:Proposed Model of the Current Research



III. METHODS

3.1 Sample and Procedures

In this study, we selected the sample from the employees of a large enterprise in Shanghai. Study Issued 200 questionnaires, reject 31 uncompleted questionnaires and 7 invalid questionnaires, acquires 162 effective questionnaires, and effective return ratio is 81.0%. Of the 163 employees, 54.9% were male and 45.1% were female. And more than half of the employees (50.6%)were between 31 and 40 years of age, 22.2% of the employees under 30 years old, 21.6% of them between 41 and 50, only5.6% of them were over 50. As for the education Background,58.6% of the employees were college degree and under, 38.9% of them were bachelor degree and 2.5% of them were master's and above. Approximately 82.1% of the employees were married, 14.8% of them were unmarried.

3.2 Measures

Abusive supervision: We measured abusive supervision as an independent variable and adapted from the Tepper's (2000) test scale questionnaire, the questionnaire consists of 15 questions using Likert6 point scoring, In the form of positive score, followed by "never", "occasionally", "little", "sometimes", "often" and "always", respectively to 0, 1, 2, 3, 4, 5 points. Low score on behalf of low degree of abusive supervision, high marks on behalf of high degree of abusive supervision.

Work meaning: Work meaning as the moderating variable, According to Spreitzer (1995) psychological authorization work meaning questionnaire, and we proceed validity and reliability test. The questionnaire consists of three questions and set in the form of positive score, Questionnaire using Likert6 point scoring, followed by "strongly disagree" and "not agree", "some disagree", "agree", "agree", "strongly agree", respectively, to give 1, 2, 3, 4, 5, 6 points. Low score represented low work significance and high score represented the work significance degree is high.

Organizational commitment: We also put organizational commitment as the mediating variable, reference to chao-ping li (2006) organizational commitment questionnaire compiled questionnaires. Also proceed validity and reliability test. Questionnaire using Likert6 point scoring, in the form of positive score, followed by "strongly disagree" and "not agree", "some disagree", "agree", "agree", "strongly agree", respectively, to give 1, 2, 3, 4, 5, 6 points. Low score represented low organizational commitment and high score represented the level of organizational commitment is high.

Turnover intention: We use turnover intention as the dependent variable refers to the studies of turnover intention questionnaire, and the validity and reliability were tested. The questionnaire consists of two questions, using Likert6 point scoring, in the form of positive score, Followed by "strongly disagree" and "not agree", "some disagree", "agree", "agree", "strongly agree", respectively, to give 1, 2, 3, 4, 5, 6 points. Low score represented low turnover intention and high score represented the degree of turnover intention is high.

Control variables: Our study intends to control variables of age, gender, educational background, marital status and so on. For the reason, in the study of organizational behaviour, the background information may relevant with abusive supervision, work meaning, organizational commitment and turnover intention.

The English version questionnaires were first translation from English into Chinese by a proficient in both English and Chinese researchers and the Chinese back translated into English. Another bilingual researcher translated from English into Chinese, and by the Chinese back translated into English. The two researchers with another bilingual researcher examine the difference together, and make corresponding correction, finalized, then completed the questionnaire of the translation.

In this research we used descriptive analysis to describe the frequency statistics, means of statistics and standard statistics of variables such as abusive supervision, work meaning, organizational commitment, turnover intention.

We used variance analysis to analysis the variable differences of abusive supervision, work meaning, organizational commitment, Turnover intention variable difference, on the influence of employee's characteristics such as age, gender, education, marital status and so on. Check all subscales make sure they are accurate reflect the need to measure the concept through validity analysis. And check all subscales to see whether each subscale measure a single concept and the internal consistency of scale item through reliability analysis. Through correlation analysis to verify the correlation degree between variables: abusive supervision, work meaning, organizational commitment, Turnover intention and so on.

Examining abusive supervision respectively forecast on employees' organizational commitment and turnover intention and the moderate effect of work meaning by hierarchical regression analysis. Furthermore, verifying the moderate effect of work meaning between abusive supervision and employee Turnover intention, with organizational commitment as a mediator.

IV. RESULTS

4.1 Descriptive Statistics

This section describes the basic information of the respondents. And analysis the independent variables, moderation variable, mediation variable and the dependent variable, As well as the variance analysis of the independent variable abusive supervision, the moderation variable Work Meaning, the mediation variable organizational commitment, the dependent variable Turnover intention in the demographic variables. The results of the analysis in the following table 1.

Table 1: Means, Standard Deviations, and Correlations among Variables

Variables	M	SD	1	2	3	4	5	6	7	8
Age	1.65	.71	—							
Sex	1.43	.50	-1.63**	—						
Education	2.62	.53	-0.48	.05	—					
Marital Status	1.30	.47	-4.81**	.11	-.001	—				
Abusive Work	0.62	1.01	-.11	-.05	-.04	.14*	—			
Organizational Commitment	4.55	.73	-.01	-.02	-.19**	-.06	-.17**	—		
Turnover Intention	4.74	.66	.10	-.01	.05	-.10	-.09	.30**	—	
Turnover	3.25	.99	-.13*	.16*	-.17**	.06	-.36**	-.22**	-.13*	—

Notes: n=263. Reliability coefficients are reported along the diagonal. * P <.05; **P <.01

4.2 Tests of Hypotheses

4.2.1 The main effect analysis

According to the correlation matrix is visible in front of the main variables, managed bullying on employees' organizational commitment and Turnover intention exists significant correlation, using hierarchical regression method to analyse hypothesis model, managed bullying the main effect on employees' organizational commitment and turnover intention.

Abusive supervision regression analysis of employee turnover intention Step1 to age, gender, education, marital status, employee Turnover intention as control variable on the dependent variable regression analysis; Step2 is based on the control variables, will abusive supervision as independent variable, dependent variable Turnover intention for regression analysis, the results as shown in table 2.

Table 2: Influence of Abusive Supervision on employee turnover intention

	Turnover Intention	
	M1	M2
Step1		
Age	-0.048	-0.054
Gender	-0.030	-0.016
Educational background	-0.407**	-0.389**
Marital Status	-0.100	-0.075
Step2		
Abusive Supervision		0.171*
R²	0.173**	0.201*
F	8.142**	7.255**

The data are standardized regression coefficients: *P<.05, **P<.01

Can be seen from table 2, after rule out the influence of control variables, abusive supervision and Turnover intention positively correlated, regression coefficient beta is 0.171 *, P <.05, and the abusive supervision on the employee Turnover intention explanation as (delta R2) was 2.8%, the forecast effect was significant. Hypothesis 1 was supported.

Abusive supervision regression analysis on employees' organizational commitment

Step1 is making age, gender, education and marital status as control variable doing regression analysis for the dependent variable organizational commitment; Step2 is based on the control variables, will abusive supervision as independent variable, doing regression analysis was carried out on the dependent variable organizational commitment, and the results as shown in table 3:

Table 3: Influence of Abusive Supervision on Organizational Commitment

	Organizational Commitment	
	M1	M2
Step1		
Age	0.074	0.083
Gender	0.024	0.002
Educational background	0.346**	0.320**
Marital Status	0.132	0.095
Step2		
Abusive Supervision		-0.258**
R²	0.137**	0.202**
F	6.217**	7.846**

The data are standardized regression coefficients: *P<.05, **P<.01

It can be seen from table 3 that after rule out the influence of control variables, abusive supervision is negatively correlated with organizational commitment, regression coefficient beta value is 0.258**, P< 0.01, moreover, the organizational commitment of employees' organizational commitment explanation as (delta R2) was 6.4%, the forecast effect was significant. Hypothesis 2 was supported.

4.2.2 Moderating effect analysis

According to Zhonglin Wen's (2005) judgment standard for moderating effect, we do variance analysis when the independent variable and moderating variable are both category variables. When the independent variable and moderating variable is continuous variable, doing hierarchical regression analysis using the regression model with the product item:(1) the dependent variable regression of moderating variable and independent variables and need to determine coefficient of R21. (2) Doing the regression analysis of dependent variable with the independent variables, moderating variable, the product of independent variables and moderating variable we got R22, and if R22 was significantly higher than that of R21, then the adjusting effect is remarkable.

Moderating effect of the work meaning on the relationship between Abusive Supervision and employee turnover intention

In Step 1, we studying the regression analysis of age, gender, educational background and marital status as the control variable to the dependent variable Turnover intention; In Step 2, based on the control variable, Add the independent variable abusive supervision and doing the regression analysis on the dependent variable; In step 3, based on the control variable and independent variable abusive supervision, add the control variable of work significant doing the regression analysis to dependent variable; In step 4, based on the control variable, independent variable of abusive supervision and moderating variable of Work Meaning, add the independent variable (abusive supervision) and moderating variable Work Meaning doing the regression analysis to dependent variable, the result shows below:

Table 4: Moderating effect of the work meaning on the relationship between Abusive Supervision and employee turnover intention

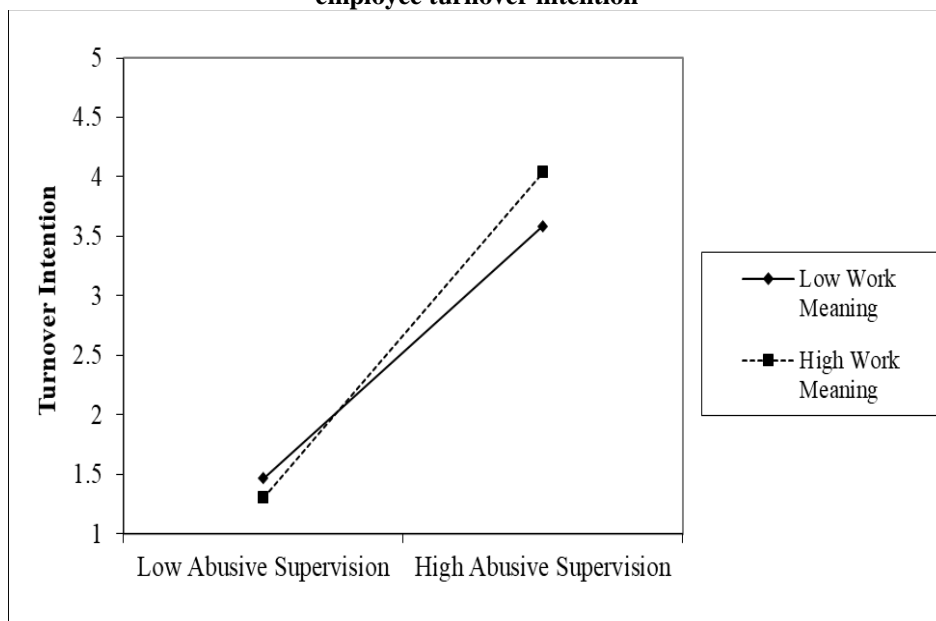
	Turnover Intention			
	M1	M2	M3	M4
Step1				
Age	-0.048	-0.054	-0.053	-0.088
Gender	-0.030	-0.016	-0.012	-0.013
Educational background	-0.407**	-0.389**	-0.367**	-0.361**
Marital Status	-0.100	-0.075	-0.066	-0.073
Step2				
Abusive Supervision		0.171*	0.154*	0.252**
Step3				
Work Meaning			-0.075	-0.030
Step4				
Abusive Supervision*Work Meaning				0.210*
R²	0.173**	0.201*	0.206	0.240*
F	8.142**	7.799**	6.646**	6.898**
ΔR²	0.173**	0.028*	0.005	0.034*

The data are standardized regression coefficients: *P<.05, **P<.01

From the result we can see that, reject the influence of control variable and moderating variable (work meaning), the relevance of abusive supervision and Turnover intention is distinct ($\beta=0.252^{**}$; $R^2=0.240$) and work meaning has a moderating effect on the relationship between abusive supervision and turnover intention ($\beta=0.210^*$, $p<0.05$; $R^2=0.240$, and $\Delta R^2=0.034$ changed sharply)

The above results are described in figure2.

Figure 2: Moderating effect of the work meaning on the relationship between abusive supervision and employee turnover intention



As can be seen, for low work meaning employees, the turnover intention is generally higher, and for the employees with high work meaning, the effect of abusive supervision on their turnover intention is relatively large. With the increase of the level of bullying, turnover intention would be greatly increased, as the increase of slope is bigger.

This shows that the employees who experience from the work of a high level of work meaning, more closely linked to the work and invest more in the work, maybe affected more by abusive supervision than the employee of low level of significance. ‘Conservation of resource theory’ considering that when individuals lose certain resources, unable to fully meet the job requirements, or can’t get the expected returns, individuals can produce job burnout. As for high Work Meaning staff, they will spend a lot of resources in their work, so when the level of abusive supervision is low, high work meaning employees’ turnover intention is relatively low. However, when they meet the abusive supervision, they have more losses compared with low work meaning staff. In order to resolve the loss of resources, their attention may turn away from their daily work activities. Hypothesis 3 was supported.

Moderating effect of the work meaning on the relationship between Abusive Supervision and employee organizational commitment

Table 5: Moderating effect of the work meaning on the relationship between Abusive Supervision and employee organizational commitment

	Organizational Commitment			
	M1	M2	M3	M4
Step1				
Age	0.074	0.083	0.075	0.110
Gender	0.024	0.002	-0.019	-0.017
Educational background	0.346**	.320**	0.198**	0.192**
Marital Status	0.132	0.095	0.047	0.054
Step2				
Abusive Supervision		-0.258**	-0.163*	-0.261**
Step3				
Work Meaning			0.409**	0.365**
Step4				
Abusive Supervision*Work Meaning				-0.210**
R ²	0.137**	0.202**	0.342**	0.376**
F	6.217**	7.846**	13.339**	13.176**
ΔR ²	0.137**	0.064**	0.140**	0.034**

The data are standardized regression coefficients: *P<.05, **P<.01

According to the table 5, it can be seen that after eliminate the influence of the control variables and the control variables, abusive supervision and organizational commitment had a significant relationship ($\beta = 0.261^{**}$; $R^2 = 0.376$). Work meaning has a moderating effect on the relationship between abusive supervision and organizational commitment ($\beta = 0.210^{**}$, $p < 0.05$; $R^2 = 0.240$, and $\Delta R^2 = 0.034$ Obvious changes have happened). Hypothesis 4 was supported.

4.2.3 The mediated moderating effect analysis

We did the model of hierarchical regression analysis according to the mediating effect of the analysis. Firstly, age, gender, education, marital status as the control variables to the regression analysis of the turnover intention. After that, based on the control variables, added abusive supervision as an independent variable, doing regression analysis to the dependent variables. Then, based on the control variables and the independent variables, the moderator variable work meaning added to the regression analysis of the dependent variables. Then, based on the control variables, the independent variables abusive supervision and moderator variable of the work meaning, added the product of independent variables of abusive supervision and moderator variable work meaning into the regression analysis of the dependent variables. Finally, based on the control variables, the independent variable abusive supervision, the moderator variable work meaning and the product of independent variables abusive supervision and moderator variable work meaning, added the mediating variables organizational commitment to the regression analysis of the dependent variables. The results are shown in Table 6.

Table 6: The mediated moderating effect

Factor	M1	M2	M3	M4	M5
Step1					
Age	-0.048	-0.054	-0.053	-0.088	-0.061
Gender	-0.030	-0.016	-0.012	-0.013	-0.017
Educational background	-0.407**	-0.389**	-0.367**	-0.361**	-0.315**
Marital Status	-0.100	-0.075	-0.066	-0.073	-0.060
Step2					
Abusive Supervision		0.171*	0.154*	0.252**	0.190*
Step3					
Work Meaning			-0.075	-0.030	0.057
Step4					
AbusiveSupervision*Work Meaning				0.210*	0.160*
Step5					
OrganizationalCommitment					-0.239**
R ²	0.173**	0.201*	0.206	0.240*	0.276**
F	8.142**	7.799**	6.646**	6.898**	7.228**
ΔR^2	0.173	0.028	0.005	0.034	0.036

The data are standardized regression coefficients: * $P < 0.05$, ** $P < 0.01$

As can be seen from the Table 6, when the organizational commitment added into the forecast equation, The moderating effect of Work Meaning on the relationship between abusive supervision and employee Turnover intention, but still significant ($\beta = 0.210 \rightarrow 0.160$, $p < 0.05$). According to the test standard of Judd, & Yzerbyt Muller (2005), it can be concluded that the moderating effect of work meaning on abusive supervision and Turnover intention is partly mediated by organizational commitment. Thus, hypothesis 5 was supported.

V. GENERAL DISCUSSION

The results of this research suggest that (a) the relationship between abusive supervision and employees' organizational commitment is significantly and produce negative effect, that is, when the degree of abusive supervision is higher, the employee organizational commitment would be lower, the negative impact of abusive supervision on employees' organizational commitment assumption was proved. (b) Also, abusive supervision produce positive effect on turnover intention, that is, when the degree of abusive supervision is higher, the employee turnover intention would be higher, the positive impact of abusive supervision on employees' turnover intention assumption was proved. (c) This research found that abusive supervision can be a good predictor of organizational commitment and turnover intention. Abusive supervision can predict the degree of employee commitment to the organization, and its standardized path coefficient is -0.258^{**} . (d) Abusive supervision behavior, such as mock subordinates, spying on subordinates' privacy and rude to subordinates, and these behaviors will enable subordinates produce pressure, which leads the subordinate to spend time and effort

to deal with the Abusive supervision behaviour, rather than to focus on its core tasks, and enable staff to reduce the degree of organizational identity and reduce the willingness of employees in the organization.

In addition, Abusive supervision has a positive impact on employee turnover intention, and the standardized path coefficient is 0.171*. According to the principle of reciprocity in the social exchange theory, subordinates who are under the Abusive supervision tend to revenge the supervisor's bullying, such as increasing the intention to leave, or even further separation.

Hypothesis 3 of our study shows that work meaning plays a moderating role the relationship between abusive supervision and employee turnover intention. For employees with low work meaning, the effect of abusive supervision on their Turnover intention is relatively small, and for high Work Meaning staff, with the increase in the level of abusive supervision, the rate of increase of Turnover intention will be greatly increased, that is, the larger of the slope. For highly Work Meaning employees, they will invest a lot of resources in their work. This means that, when threatened by the abusive supervision, they have more loss than the low staff. The more dangerous it is, the more likely they are to turn away from their daily work activities, and to deal with the bullying. In the face of pressure, the employee may avoid or escape from the supervisor's bullying by Turnover intention.

Hypothesis 4 is that the work meaning plays a moderating role the relationship between abusive supervision and employee organizational commitment. As far as social exchange theory is concerned, employees may take their supervisor's bullying behaviour as their organizational behaviour (Schneider, 1987). As a result, they will retaliate with a lower level of organizational commitment. Another possibility derives from the theory of resource conservation. Resource conservation theory suggests that the negative relationship between abusive supervision and employee organizational commitment may be due to the threat of abusive supervision to employees' resources. In order to deal with this threat, employees may shift time and effort away from their work, and focus on coping with the abusive supervision behaviour.

From the test of Hypothesis 5, the moderating effect of work meaning on abusive supervision and turnover intention was mediated by organizational commitment. A number of studies have indicated that organizational commitment has a predictive effect on Turnover intention. To sum up the hypothesis, Work Meaning plays a moderating role of the relationship between abusive supervision and employee Turnover intention and the moderating effect through employee organizational commitment as mediating variables. For employees with a high work meaning, the effect of abusive supervision on organizational commitment is greater, and this effect further affects the turnover intention.

Combined with the analysis and discussion above, this study mainly draws the following five conclusions:

First, employees with different gender and education degree have significant differences on the perception of Work Meaning, organizational commitment and turnover intention.

Second, the supervisor's abusive supervision has a negative impact on the organizational commitment of subordinates.

Third, the supervisor's abusive supervision has a positive effect on the subordinate's turnover intention.

Fourth, the employee's Work Meaning has a negative moderating effect on the relationship between abusive supervision and organizational commitment.

Fifth, the employee's work meaning has a moderating effect on the relationship between abusive supervision and Turnover intention.

Sixth, the moderating effect of employee's work meaning on abusive supervision and turnover intention take the organizational commitment as a mediator.

Our findings have implications for practice as well. Organization scholars have recently shown great interest in abusive supervision and related behaviours. In China, because of the large power distance, Superiors have a higher authority on subordinates and easily to use their power to abuse and accuse the subordinate, which has brought a series of harms to the staff and the organization. In view of the huge cost of the abusive supervision, much attention should be paid in the organization to avoid it. By the establishment of people-oriented organizational culture, identify abusive supervision behaviour and establish zero tolerance policy, establish a feedback mechanism to create a smooth flow of information communication channels, enhance employee's organizational commitment and job significance, and the final point, training staff to deal with the bullying behaviour.

VI. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This study in the context of the relationship of abusive supervision, work meaning, organizational commitment and employee Turnover intention in the Chinese culture. The moderating effect of employee's Work Meaning between abusive supervision and Turnover intention was investigated, and the effect mechanism of employee's organizational commitment as a mediator was investigated. However, there are still some shortcomings to be improved in the future.

First, our research mainly based on the questionnaire survey, literature analysis and so on. Most empirical researches use the horizontal research, may not completely determine the causal relationship between variables. For future research, we could carry out time span research, and selecting the variables measured at different time points.

Second, our study is based on the employees' self-evaluation, rather than the supervisor employee matching questionnaire. The definition of abusive supervision did not include the intention of the supervisor, and the measure of abusive supervision was to allow respondents to answer whether they perceived the supervisor's hostile behaviour, but did not collect the supervisor for doing so. In the future, it is better to measure the behaviour of subordinates in charge of bullying: it is the intention of the supervisor to cause harm, or aim to achieve other goals.

Third, as for the research variables, in this study we take abusive supervision, organizational commitment and the Work Meaning and Turnover intention as higher-order structure read verify the proposed hypotheses, without considering the effect of each variable between different dimensions, further validation needed in the future studies.

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