



A study on the mechanism of the influence of abusive leadership on employees' tendency to leave their jobs--a quantitative analysis based on the mediating effect of job insecurity and the moderating mediator model

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SUMMARY: *With the high global economic development and intensified market competition, leadership behaviors such as PUA in the workplace are becoming more and more serious in terms of physical and psychological harm to employees, and one of the most important manifestations of this is abusive management. This study introduces the concepts of abusive management, tendency to leave, and job insecurity, and extracts the principal component data related to each variable of abusive leadership through the principal component regression model to analyze the regression estimation. Regression estimation is used to test the research hypotheses regarding abusive management, turnover intention, and job insecurity. A theoretical model with a moderated mediation effect is then developed to examine how abusive management affects employees' intentions to leave. The theoretical model developed tests the mediation effect. The parameter's value in Model 1 is $\beta = -0.415$, $P < 0.001$, indicating a substantial negative correlation between job insecurity and abusive management. However, when job insecurity is incorporated into the equation in Model 3, the parameter's value becomes $\beta = 0.402$, $P < 0.01$, as opposed to the value in Model 2, which seems to be lower. Thus, employment uncertainty acts as a mediating mechanism by partially mediating.*

KEYWORDS: *principal component regression model; mediating effect; regression estimation analysis; abusive management; tendency to leave; job insecurity*

1 Introduction

Leadership is an important role in the management of the organization, the daily work will have a relatively significant impact on the behavior of employees [1]. Many of the current direction of research on leadership behavior is mostly directed at the exploration of positive leadership behavior, focusing on the positive impact of leadership behavior on employee behavior, put forward different types of leadership behavior such as ethical leadership [2], transformational leadership [3], and so on, and has also produced relatively rich research results. However, in recent times, with the high economic development worldwide, the intensification of market competition, and the white-hot competition for resources, the physical and mental harm of leadership behaviors such as workplace “Cold Violence” [4] and workplace PUA [5] on employees has become more and more serious in the management of organizations, and it has gradually aroused the attention of the society, of which the most One of the main manifestations is abusive management [6], which also leads to the emergence of abusive, toxic, authoritarian and other styles, of which abusive leadership is the most

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concerned [7]. Meanwhile, the phenomenon of employee turnover has become more and more common in recent years, especially in the context of China's vigorous promotion of innovation, and the phenomenon of employee turnover has shown a booming trend in China [8]. Therefore, it is important to explore how abusive leaders influence employees' tendency to leave.

At present, academics generally define abusive leadership as the employee's perception of the leader's continued display of hostile verbal and non-verbal behavior, but does not include physical contact, which is mainly manifested in the public criticism of the subordinates taunted, verbal treatment of subordinates rude, lack of commitment to the subordinates, indifference to the subordinates, abusive or humiliating subordinates and other behaviors [9-11]. As scholars and experts delve deeper into abusive leadership, some scholars point out that abusive leadership can have many negative effects on employees. Tepper et al. (2009) showed that subordinate turnover propensity moderates this positive relationship, and that when subordinates have a strong desire to turnover, employees are more likely to exhibit supervisor-directed workplace deviant behaviors and organizationally-directed workplace deviant behaviors after being subjected to abusive leadership, especially supervisor-directed workplace deviant behaviors [12]. Harris et al. claim that resource conservatism theory is how abusive management affects each employee's performance. According to the researchers, abusive management may lead to a resource-conservative environment in which the manager using abusive management places his subordinate in a situation where the subordinate's resources are in danger, causing the subordinate to react in a way that lowers job performance [13]. Additionally, Bokhari et al. investigated the impact of abusive leadership on the performance of 350 healthcare workers and 35 managers using statistical methods including regression analysis and correlation. Organizational culture is a major factor in abusive leadership, according to the study, which found a negative association between worker performance and abusive leadership [14]. Zeyu, on the other hand, investigated whether performance stress and workload stress mitigate the association between an abusive leadership style and employees' mental health, wellness, and attendance. Regression study by Zeyu indicates that this leadership style negatively impacts workers' well-being and increases their presence because of performance stress [15]. Last but not least, Aleassa employed regression analysis to build and assess a process model that connected abusive leadership to employee aberrant behavior. She discovered that abusive leadership had a direct impact on aberrant behaviors toward managers and organizations and that these behaviors were lessened by perceived organizational support [16].

Employees do not like things to remain unchanged, but prefer challenging work. Through analyzing the research results of scholars, it is found that different leadership styles can lead to the tendency of employees to leave the company. For humble leadership, Exline and Geyer (2004) believe that this leadership style can make it brave to admit their own shortcomings, learn from their subordinates, which can enhance the subordinates' satisfaction and recognition of the leader, so that the subordinates are more willing to follow the leader, reducing the tendency of employees to leave [17]. Regarding inclusive leadership, Nishii (2013) stated that inclusive leaders may build positive connections with their staff, which lowers turnover rates, and that inclusion in corporate culture can improve workers' job satisfaction [18]. Additionally, Puni et al. (2016) discovered a statistically significant positive correlation between the democratic leadership style and employee turnover intentions and job burnout levels, while the laissez-faire leadership style had a negative correlation with employee turnover intentions but a positive correlation with employee job burnout levels [19]. Sahu et al. (2018) examined the effects of transformative leadership on 405 full-time IT employees in India using structural modeling and measurement modeling techniques. They

found that while transformational leadership had a favorable influence on workers' performance via intrinsic motivation, it had a negative effect on workers' burnout through intrinsic motivation, which directly increased employee turnover [20]. Pishgooie et al. (2019) found that whereas permissive leadership styles had a beneficial effect on workers' job stressors and turnovers, transformational and transactional leadership approaches reduced employees' job pressures and turnover intentions [21]. According to a study by Haque et al. (2019), responsible leadership has a major impact on employees' emotional commitments and intents to leave. In particular, workers' emotional commitments mediated the link between responsible leadership and employees' intentions to leave since responsible leaders might lower employees' intentions to leave by making them feel valued in the company [22]. According to Zafar, there is a strong relationship between employee job satisfaction and turnover and transformational and participatory leadership techniques. In particular, transformative and participatory leadership decreased employee turnover by seven times while increasing work satisfaction by fifteen times [23].

Academic research has thoroughly examined the relationship between abusive leadership and employee turnover. The relationships between psychological empowerment, abusive leadership, and leaving were investigated in a study by Lyu et al. (2019). According to the study's results, psychological empowerment lessens the effect of one on the other ($p < 0.01$), while an abusive leadership style increases employees' propensity to quit [24]. Another study by Akram et al. (2020) demonstrated that the relationship between an abusive leadership style and leaving a job is mediated by psychological contract breach [25]. Ronen and Donia (2020) found that the abusive leadership style resulted in decreased autonomous motivation, increased control motivation, and unmotivation among the 306 full-time employees polled. Additionally, the aforementioned motivational states were negatively connected with creative behavior and job satisfaction and positively correlated with bad work conduct and a higher chance of quitting [26]. According to Zou's (2020) thorough analysis of the literature, employees' innovativeness, work performance, job happiness, information sharing, transgressive behavior, and propensity to resign are all significantly impacted by abusive management [27]. According to his analysis, Caillier (2021) asserts that over-supervision has a detrimental impact on workers' attitudes about their jobs, raises the risk of resignation, lowers workers' self-efficacy, and impairs job performance [28]. Khoso et al. (2025) analyze the impact of harmful, narcissistic, and abusive leadership styles quantitatively and qualitatively using the sample of 500 people representing various spheres such as education, health care, finance, and business. According to the research findings, negative consequences of abusive leadership styles include job dissatisfaction, increased likelihood of quitting, and job-related stress [29].

As can be seen from the above synthesis, the views of specialists and experts regarding the correlation between the abusive leadership style and the resignation of employees are rather aligned, meaning that the abusive leadership style has a positive impact on the probability of resignation among employees. The notion "job insecurity" describes the subjective experience of threat felt by employees because of possible disruptions of their employment stability caused by realization of certain changes happening to their environment. Economic instabilities, changes within the organization, and innovation development are considered key reasons for employment insecurity [30-33]. Yet, the literature lacks studies analyzing job insecurity as an intermediary variable influencing the connection between employee turnover probability and abusive leadership style. Hence, the current study should develop in this direction in order to examine the indirect impact of job insecurity on the relationship under discussion.

This study summarizes the concepts related to the factors affecting abusive leadership on

employees' tendency to leave, takes abusive management, tendency to leave and job insecurity as the main research variables, constructs a principal component regression model, and analyzes the regression estimation of the data related to abusive leadership with each principal component through the extracted principal components. To develop the theoretical framework for this study, five research hypotheses on how abusive leadership affects workers' propensity to quit are put forth. To measure the variables, survey data from the research region was gathered. One by one, the direct and mediated effects of the study hypotheses put out in the preceding article are evaluated for validity. In order to lessen the likelihood of abusive management, pertinent company management insights are suggested based on the data analysis results.

2 Concepts related to the impact of abusive leadership on the tendency of employees to leave their jobs

2.1 Influencing factors

2.1.1 Stigmatization management

As the theory of effective leadership has been studied in depth, some negative leadership behaviors have been identified that were initially considered the dark side of positive leadership behaviors. For example, a visionary leader may blind his subordinates to his personal needs, use his superior communication skills and managerial position to overly communicate his vision, and selectively limit his subordinates' access to other information. Among charismatic leaders there are also unethical charismatic leaders who choose ethical standards for their own personal benefit, using organizational resources, power, personal talents and deep influence over subordinates to achieve their personal goals. The ranks of transformational leaders also contain pseudo-transformational leaders. In order to further their own self-serving goals and increase their own power, pseudo-transformational leaders mislead, lie, and utilize fallacious reasoning to persuade their followers to blindly trust their authority. It is becoming more and more obvious that there are a lot of bad leadership behaviors. It is important to understand that these are not just the bad parts of good leadership, but also a type of bad leadership behavior called abusive leadership.

2.1.2 Propensity to leave

Turnover intention refers to an employee's awareness or thoughts about leaving a job. It is considered a key prerequisite for actual voluntary resignation. Some scholars define it as follows: "When an individual encounters setbacks at work and experiences negative emotions, they often subconsciously have thoughts of escaping. If their needs at work are not fully satisfied, the employee may take a step back, which is the turnover intention. If the employee receives a new job opportunity at this time, the turnover intention is very likely to turn into actual departure behavior."

2.1.3 Job insecurity

Job insecurity is an individual in the threatened work situation, feel the helplessness of work can not be sustained, the next paper from the subjective and objective two different perspectives on job insecurity research, this paper at the same time consider the subjective and objective, and combined with the cognitive and emotional factors, that in the work environment, job insecurity is objective, but due to the individual differences in the

employees and thus the pressure felt is different, which in turn generates different cognitive and emotional responses.

2.2 Principal Component Regression Model

Data dimensionality reduction makes use of the principal component analysis method. By changing the perspective from which the dataset is seen, this method will uncover the underlying structure in multivariate data. Principal component analysis is the name given to this procedure. The method becomes more complicated as the number of factors associated with multicollinearity increases, which might result in inaccurate conclusions because of correlations between specific variables. Principal component analysis starts by employing rotation to change the original variables into a different set of variables in order to tackle this problem. Although these modified variables retain a large portion of the original data's variability, they have no direct link to the original data. In order to comprehend the variability, the extra information from the original data is eliminated, and these modified variables are known as the primary components of the original data.

The following factor test must be completed before doing principal component analysis. The main component analysis might be carried out if the KMO value is higher than 0.5. The data more fully satisfies the requirements of principal component analysis if the value is greater than 0.7. The data matrix is first taken to be as follows:

$$X = \begin{bmatrix} x_{11} & x_{12} & \cdots & x_{1p} \\ x_{21} & x_{22} & \cdots & x_{2p} \\ \cdots & \cdots & \cdots & \cdots \\ x_{m1} & x_{m2} & \cdots & x_{mp} \end{bmatrix} \quad (1)$$

This means that in order to standardize the data and remove unit variation across the various variables, the data must be normalized. The expression and computation formula is given below.

The normalization formula is:

$$\hat{X} = \begin{pmatrix} \frac{x_{ij} - \bar{x}_j}{a_j} \\ a_j \end{pmatrix}_{n \times p} \quad (2)$$

$$\bar{x}_j = \frac{1}{n} \sum_{i=1}^n x_{ij} \quad (3)$$

$$a_j^2 = \frac{1}{n} \sum_{i=1}^n (x_{ij} - \bar{x}_j)^2 \quad (4)$$

$$\begin{cases} \text{Var}(x_j) = \frac{1}{m-1} \sum_{i=1}^m (x_{ij} - \bar{x}_j)^2 \\ j = 1, 2, \dots, p \end{cases} \quad (5)$$

where: $i = 1, 2, \dots, n$, $j = 1, 2, \dots, p$.

The computation of the data's correlation matrix must be completed after this. The correlation formula is displayed below:

$$R = \begin{bmatrix} r_{11} & r_{12} & \cdots & r_{1p} \\ r_{21} & r_{22} & \cdots & r_{2p} \\ \cdots & \cdots & \cdots & \cdots \\ r_{m1} & r_{m2} & \cdots & r_{mp} \end{bmatrix} \quad (6)$$

$$\begin{cases} r_{ij} = \frac{1}{m-1} \sum_{t=1}^m X_{ti} X_{tj} \\ i, j = 1, 2, \dots, p \end{cases} \quad (7)$$

The following outcomes are obtained by finding the eigenvalues and eigenvectors of the matrix of the correlation coefficients R :

$$\begin{cases} a_i = (a_{i1}, a_{i2}, \dots, a_{ip}) \\ i = 1, 2, \dots, m \end{cases} \quad (8)$$

The necessary formula for the computation will then be discovered, and the primary components elements will be described using the contribution ratio.

The first principal component f_1 should satisfy the following equation:

$$\max : \text{Var}(f_1) = \frac{1}{n} \sum_{i=1}^n \left(\int \beta(s) x_i(s) ds \right)^2 \quad (9)$$

$$\text{s.t.} \|\beta\|^2 = \int \beta(s) \beta(s) ds = 1 \quad (10)$$

The weight function $\beta^2(s)$ of the first principal component can be obtained from the above process, and the k -th principal component f_k can be derived in the same way.

By representing the overall array with sample covariance, the characteristic root λ_j and the eigenvectors can be calculated as:

$$k_j = \frac{\lambda_j}{\sum_{j=1}^p \lambda_j} \quad (11)$$

$$K_r = \frac{\sum_{j=1}^r \lambda_j}{\sum_{j=1}^p \lambda_j} \quad (12)$$

where: k_j represents the contribution rate of the principal component, and K_r denotes the cumulative contribution rate of the first r principal components.

The required average cumulative contribution rate is 85%. When this standard is exceeded, the selected factors can be considered capable of explaining the whole required dataset.

Through the extracted principal components $Z = [z_1, z_2, \dots, z_k]$, the data related to abusive leadership $y = [y_1, y_2, \dots, y_n]^T$ is analyzed by regression estimation with each principal

component.

Let the multiple regression model form:

$$y = f(A, Z) + \varepsilon \quad (13)$$

3 Research hypotheses and modeling

3.1 Abusive management and the tendency of employees to leave their jobs

Six of the basic propositions of social exchange theory, such as the stimulus proposition, the rationality proposition, and the value proposition, reflect the individual's pursuit of maximizing his or her self-interest and value in an organization. Positive (negative) charity will receive positive (negative) feedback, and when subordinates are subjected to abusive management by leaders, that is to say, when they are negated or criticized by leaders, these subordinates will give negative feedback, develop negative work attitudes and behaviors, and develop thoughts of disengagement from their relationship with the organization and their work. In social identity theory, individuals are concerned with the satisfaction and recognition of their needs and values by leaders and organizations, and desire encouragement and support from organizations and leaders. In the enterprise, once a person is treated unfairly by the leader, he/she cannot satisfy his/her own needs and his/her self-worth is not reflected, and this series of negative ways of the leader will make the employees give back negative attitudes/behaviors such as hatred of the leader, boredom of the leader, and confrontation with the leader, which may lead to the tendency of employees to leave the company. As one of the typical representatives of destructive leadership, employees' work attitudes and behaviors will be negatively affected by abusive management, exacerbating employee burnout, decreasing organizational commitment and loyalty thus increasing the chance of turnover tendency. Based on the above analysis, the following hypotheses are proposed:

Hypothesis 1: Abusive leadership has a significant positive effect on employees' tendency to leave.

3.2 Mediating effects of job insecurity

The reason why different leadership styles make such a big difference to employees' attitudes and behaviors at work is that a positive leadership style focuses on stimulating positive internal experiences in employees, on the contrary, a negative leadership style manages in an inappropriate way, which can bring negative experiences to employees. For example, transformational leaders motivate their subordinates in a positive way, focusing on stimulating their potential, decentralizing their power appropriately, and encouraging employees to innovate and challenge, which greatly enhances the employees' sense of control and ownership of the work process, which will help to weaken the employees' sense of alienation from their work. On the contrary, transactional leadership focuses on inferiority and superiority and emphasizes the completion of work tasks to get the corresponding rewards, which makes the employees feel the lack of sense of control and ownership over the work process, which in turn creates a sense of alienation from the organization or the work. Abusive management is a typical representative of negative management, which continues to negate, criticize, and suppress employees in a negative way, which will seriously affect employees' emotions and reduce their work efficiency and sense of self-worth, resulting in a strong sense of job insecurity.

Hypothesis 2: Abusive leadership has a significant positive effect on job insecurity.

In an era when innovation is strongly advocated, individuals in organizations are more inclined to challenge various novel and interesting tasks in an original way to achieve the satisfaction of self-actualization, and they look forward to more suitable platforms and promotion opportunities. However, when they experience boring work and no sense of value and meaning, they are likely to have thoughts or moves to disengage from their current jobs. Accordingly, Hypothesis 3 is proposed:

Hypothesis 3: Job insecurity has a significant positive effect on employees' tendency to leave their jobs.

The model of motivation to leave mentions that individuals will always have expectations and pursuits for the organization before entering the organization, and if personal preferences, job expectations, and personal ideals are not fulfilled in the workplace, then adverse emotional feelings will be generated, which will lead to the tendency to leave the job. Based on the above research ideas, job insecurity is included in the main effects framework as a mediating variable, and hypothesis 4 is proposed in this study in this regard:

Hypothesis 4: Job insecurity mediates the relationship between abusive leadership and employees' tendency to leave.

3.3 Moderated mediation effects

The conceptual framework for the current investigation is depicted in Figure 1 below. The internal and external control personality characteristics have been widely employed as significant moderators in the field of employee behavior research, according to earlier studies. Internal and external control personality traits have also been found to regulate the effects of devotion on promoting or impeding constructive behaviors in earlier research on the effects of humble leaders on the traits of their followers. As a result, Hypothesis 5 is created.

Hypothesis 5: The main-effect link between abusive leadership and employees' desire to leave is mediated by job insecurity, which is moderated by internal and external control personality traits.

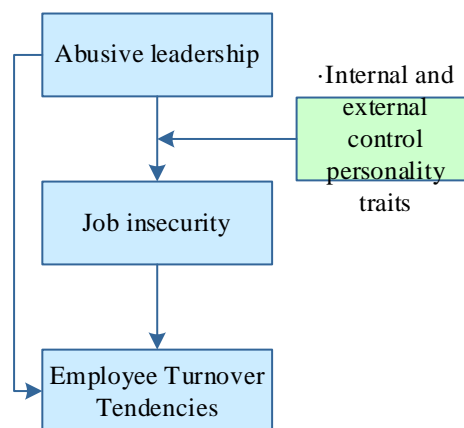


Figure 1: The theoretical model of this research

4 Research design and data collection

4.1 Data collection

ZZ, KF, XX, LY, and PDS are just a few of the districts that make up HN Province, which

provided much of the data used in this study. The information gathered through surveys was anonymous and voluntary. The respondents were informed that their personal information would never be disclosed and that the data collected would only be utilized for scholarly study. Based on the respondents' real circumstances, the surveys were completed. Respondents were chosen at random to participate in the study, and the questionnaire was distributed on paper. The researcher verified and sealed the questionnaires when the survey was finished. A 68.21% recovery rate was obtained from the distribution of 368 questionnaires, of which 251 were retrieved. Thirty-three invalid questionnaires were excluded, including those with incomplete answers, highly identical responses, almost all answers selecting the same option, multiple answers to one question, and inconsistent responses. Finally, 218 valid questionnaires were obtained. The statistical results of the demographic variables in the valid questionnaires are shown in Table 1.

In terms of gender, the proportions of male and female respondents were generally close, with males slightly outnumbering females. Males accounted for 55.05% of the total sample, while females accounted for 44.95%. Regarding age, the 46–55 age group had the highest proportion, accounting for 60.55%, which was more than half of the total sample. The proportions of the 25–35 and 36–45 age groups were relatively similar, at 17.43% and 16.06%, respectively. The proportions of respondents younger than 25 and older than 55 were relatively small, at 0.92% and 5.05%, respectively. In terms of educational attainment, 65.14% of the respondents had college diplomas or lower qualifications, while 34.86% had bachelor's degrees or above. Overall, the sample structure of this study is relatively reasonable and can reflect the basic characteristics of the participants.

Table 1: Statistical analysis results of demographic variables

Population variable	Specific category	Sample size	Proportion %	Cumulative proportion %
Gender	Male	120	55.05%	55.05%
	Female	98	44.95%	100%
Age	Under 25	2	0.92%	0.92%
	35 years old	38	17.43%	18.35%
	36-45	35	16.06%	34.40%
	46-55	132	60.55%	94.95%
	Over 55	11	5.05%	100.00%
Education	Junior college and Undergraduate or above	142	65.14%	65.14%
		76	34.86%	100.00%

4.2 Measurement of variables

This research focuses on three factors: job instability, employee turnover intention, and abusive management. Mature scales that are extensively used in related research projects both locally and worldwide are selected to provide adequate validity and reliability of the variables measured. A five-point Likert scale, with ratings ranging from 1 to 5, is used in variable measurements. More precisely, "1" stands for "very inconsistent," "2" for "somewhat inconsistent," "3" for "not very certain," "4" for "relatively consistent," and "5" for "very consistent." To enable accurate assessments, the questionnaire includes the alternatives together with thorough explanations of each. Even if prior empirical research has verified the reliability of the selected scales, more reliability testing in the context of this study is required. Consequently, the reliability of the questionnaire questions related to each variable is measured using Cronbach's alpha coefficient. The Cronbach's Alpha values for work

insecurity, turnover intention, and abusive leadership are 0.912, 0.836, and 0.854, respectively.

4.3 Descriptive statistics and correlation analysis

This article uses correlation tests and descriptive statistics to gain a thorough understanding of the data and make an opinion on the relationships between the variables. Table 2 shows the associated variables' mean value, standard deviation, and correlation coefficients. It is discovered that there is a positive correlation ($r = 0.518$, $P < 0.01$) between employees' inclination to leave and harsh leadership. There appears to be a link between workers' plans to leave their jobs and harsh leadership. Nevertheless, Table 2 shows that the only value displayed between the variables is the mean. The correlation between the variables may also be impacted by other factors if control variables are not included in this step.

Table 2: The results of mean, standard deviation and correlation analysis of each variable

		M	SD	1	2	3	4	5	6	7	8
1	Gender	1.422	0.515	1							
2	Age	46.045	9.218	-0.248**	1						
3	Education level	1.348	0.415	-0.418**	-0.123	1					
4	Marital status	2.514	5.615	0.072	0.062	-0.105	1				
5	Abusive management	1.936	0.718	-0.085	-0.095	0.032	-0.015	1			
6	Resignation tendency	1.474	0.859	-0.248**	-0.148*	0.215**	-0.042	0.518**	1		
7	Monthly income level	3.498	0.936	-0.063	0.012	0.136	-0.124	-0.134*	-0.184*	1	
8	Unit nature	2.844	0.748	-0.012	-0.018	0.018	-0.032	0.078	0.134**	0.154**	1

5 Research hypothesis testing

5.1 Direct effects test

5.1.1 Mechanisms of Abusive Leadership on Employee Turnover Propensity

The direct impact of "the effect of abusive leaders on employees' tendency to leave" was examined using hierarchical regression model analysis (HRM) in order to control the influence of demographic factors. The hierarchical regression analysis between abusive leadership and the turnover tendency, as displayed in Table 3 below, shows that there is no covariance issue in the hierarchical regression model since the VIF value between the explanatory variables is less than 5. At the same time, among the demographic variables, only two demographic variables, age and years of serving in the organization have a significant correlation with the propensity to leave; while the abusive leadership has a significant positive influence on the tendency of knowledge-based employees to leave after being introduced into the equation, and at this moment, $\beta = 0.664$, $P < 0.001$. What's more, since the adjusted R^2 value of model 2 (0.266) is higher than that of model 1 (0.084), it can be known that the Hierarchical regression model 2 can be better to explain a proportion of the total variation than model 1, and at the same time, its F-test significance value also changes from 0.01 to 0.001. Hence, hypothesis 1 is confirmed.

Table 3: The hierarchical regression of the debilitating leadership on the tendency to leave

Variable		Tendency to resign			
		Model 1		Model 2	
		β	VIF	β	VIF
Control variables	Gender	-0.125	1.185	-0.041	1.195
	Age	-0.348*	1.245	-0.341*	1.248
	Educational attainment	0.241	1.342	0.157	1.355
	Marital status	0.104	1.269	-0.034	1.248
	Years of service in this unit	0.648***	1.458	0.515***	1.569
	Position	0.134	1.168	0.105	1.148
	Monthly income level	-0.048	1.158	-0.032	1.208
	The nature of the employer	0.134	1.026	0.104	1.086
Independent variable	Disregarding the management mindset			0.664***	1.046
Fitting index	F	2.648**		7.215***	
	Adjustment R ²	0.084		0.266	

5.1.2 The impact of abusive leadership on job insecurity

This study develops multiple regression equations for the three aspects of abusive leadership and the five aspects of work insecurity in order to investigate if abusive leadership has a beneficial effect on job insecurity. Dependent variables include job loss insecurity, job execution insecurity, wage promotion insecurity, excessive competition insecurity, and interpersonal connection insecurity. Gender, age, education, and years of work experience are included as control factors in the regression analysis, whereas rejection from coworkers and supervisors is considered an independent variable. Table 4 displays the findings.

It is seen from the above results that abusive organizational context does not have any significant positive impact on salary promotion insecurity because salary promotion insecurity is affected to a great extent by the organizations and their supervisors so it has less impact on salary promotion insecurity. On the other hand, abusive organizational context has a significant positive impact on four other dimensions of job insecurity which include job loss insecurity, job execution insecurity, excessive competition insecurity, and interpersonal relationship insecurity, where the β values are 0.274, 0.248, 0.215, and 0.314 respectively and the level of significance is less than 0.01. In this case, hypothesis 2 is confirmed to some extent. Five other aspects of employment insecurity, job loss insecurity, job execution uncertainty, pay promotion insecurity, extreme competition insecurity, and interpersonal connection insecurity, are greatly impacted by abusive leadership traits. With significance levels below 0.01, the pertinent β -values are 0.415, 0.265, 0.415, 0.348, 0.348, and 0.348, respectively. As a result, hypothesis 2 is supported and validated. For job loss insecurity, severe competitiveness insecurity, and interpersonal relationship insecurity, the β values of abusive subordinates are 0.247, 0.247, and 0.248, respectively. Furthermore, the modified R² coefficient value indicates that there is a substantial link between the independent and dependent variables.

Table 4: The regression analysis of the self-conscious leadership of the abusive leadership

Variable		Job insecurity				
		Mode 1 (Job loss)	Mode 2 (Work execution)	Mode 3 (Salary promotion)	Mode 4 (Overcomp etc)	Mode 5 (Interpersonal relation)
Control variable	Gender	-0.018	0.064	-0.034	-0.052	0.002
	Age	0.025	0.032	0.002	0.012	0.032
	Education	-0.114**	-0.001	0.032	-0.032	-0.024
	Working hours	-0.034	-0.045	-0.082	0.051	-0.025
Core variable	Abusive organizational situation	0.274**	0.248**	0.115	0.215**	0.314**
	Abusive leadership characteristics	0.415**	0.265**	0.415**	0.348**	0.348**
	The characteristics of the abused subordinate	0.247**	0.165	0.154	0.247**	0.248**
	R ²	0.296	0.179	0.143	0.189	0.253
	Adjusted R ²	0.278	0.169	0.168	0.136	0.242
	F	23.485**	15.848**	11.569**	13.799**	19.348**

5.2 Mediated effects test

5.2.1 Impact of job insecurity on the propensity to leave a job

To determine the association between the five dimensions of work insecurity and employees' desire to leave, a regression analysis was conducted using SPSS 20.0. The findings show that there is a statistically significant positive link between employees' propensity to quit their employment and job insecurity. Gender, age, education, and years of work experience are taken into consideration as control factors, while employees' desire to leave is utilized as the dependent variable. The five elements of job insecurity, which are detailed in Table 5, were now included in the regression model. The intention of employees to leave their jobs is significantly positively impacted by all five factors of job insecurity. Specifically, the values of the standardized regression coefficients (β) in Model 2 are 0.458, 0.348, 0.334, 0.314, and 0.348. It should be noted that they meet the significance criterion at $P < 0.01$ level. The findings from the analysis confirm Hypothesis 3. When the five aspects of job insecurity were incorporated into the regression model, the adjusted coefficient of determination is equal to Adjusted $R^2 = 0.375$, where $\Delta R^2 = 0.348$. Thus, 37.5% of the variability in employees' turnover intention can be explained by the mentioned five aspects of job insecurity after controlling the other variables.

Table 5: Regression analysis of job insecurity on turnover tendency

Variable		Tendency to resign	
		Model 1	Mode 2
Control variable	Gender	-0.018	-0.028
	Age	-0.058	-0.072
	Educational attainment	-0.208**	-0.085*
	Working hours	-0.065	-0.015
	Loss of unease at work		0.458**
	A sense of unease in work execution		0.348**
	Unease about salary promotion		0.334**
	The sense of unease caused by excessive competition		0.314**
	Feelings of unease in interpersonal relationships		0.348**
	R ²	0.547	0.348
	Adjusted R ²	0.042	0.375
	F	6.148**	28.324**

5.2.2 A test of the mediating role of job insecurity

Table 6 presents the findings of the hierarchical regression analysis of the mediating role of job insecurity. The results show a strong negative correlation between job insecurity and the level of perceived abusive management. In particular, Model 1 shows a strong negative association between the two variables ($\beta=-0.415, P<0.001$). Employee desire to leave is found to be favorably impacted by abusive management. When employment insecurity is included in the model, its significance shifts to $\beta=0.402, P<0.01$ in Model 3. However, the predictive power becomes lower compared to Model 2, where $\beta=0.648, P<0.001$. This implies that if job uncertainty is included in the model, the relevance is significantly diminished. Therefore, the relationship between abusive management and workers' intention to leave is partially mediated by job insecurity.

Table 6: The hierarchical regression results of the work insecurity

Variable		Job insecurity		Resignation tendency					
		Model 1		Model 1		Model 2		Model 3	
		β	VIF	β	VIF	β	VIF	β	VIF
Control variables	Gender	0.051	0.015	-0.145	1.185	-0.045	1.155	-0.033	1.133
	Age	0.085	0.062	-0.348*	1.256	-0.345*	1.248	-0.254	1.248
	Educational attainment	-0.075	-0.032	0.248	1.348	0.154	1.348	0.144	1.348
	Marital status	-0.107	-0.055	0.104	1.269	-0.031	1.296	-0.164	1.248
	Years of service in this unit	-0.304**	-0.248*	0.615***	1.485	0.514***	1.548	0.348**	1.556
	Position	-0.075	-0.045	0.134	1.145	0.105	1.158	0.086	1.148
	Monthly income level	-0.079	-0.115	-0.045	1.193	-0.002	1.245	-0.064	1.228
	The nature of the employer	-0.135	-0.086	0.134	1.066	0.102	1.048	0.063	1.069
Independent variable	Disregarding the management mindset	-0.415***				0.648***	1.048	0.402**	1.364
Mediation variable	Job insecurity							-0.348***	1.455
Fitting index	F	1.695	6.615***	2.648**		7.218***		13.458***	
	Adjustment R ²	0.034	0.248	0.085		0.248		0.415	

Note: * indicates significant at the 0.05 level; ** indicates significant at 0.01 level; *** indicates significant at 0.001 level.

5.2.3 Moderating effects test

The findings of a hierarchical regression analysis used to examine the moderating effects of personality are shown in Table 7. It is discovered that knowledge-based employees' intention to leave is greatly influenced by the interaction term between abusive management and personality. Internal and external control personality traits function as moderators in the chain of connections wherein abusive management impacts the purpose to leave occupations, according to Model 4, where the coefficient is 0.248 and the P-value is less than 0.05. Compared to employees with strong external control personality qualities, knowledge-based workers with strong internal control personality traits are less affected by abusive management practices. As a result, Hypothesis 5 has been proven true. It is evident that work insecurity acts as a mediating variable and that abusive management practices have a significant beneficial impact on turnover intention.

Table 7: The hierarchical regression of personality trait regulation effect

Variable		Resignation tendency							
		Model 1		Model 2		Model 3		Model 4	
		β	VIF	β	VIF	β	VIF	β	VIF
Control variables	Gender	-0.125	1.185	-0.041	1.195	0.024	1.242	0.018	1.244
	Age	-0.348*	1.245	-0.341*	1.248	-0.364*	1.244	-0.342*	1.236
	Educational attainment	0.241	1.342	0.157	1.355	0.154	1.336	0.124	1.425
	Marital status	0.104	1.269	-0.034	1.248	-0.048	1.248	-0.012	1.236
	Years of service in this unit	0.648***	1.458	0.515***	1.569	0.436***	1.523	0.418***	1.548
	Position	0.134	1.168	0.105	1.148	0.085	1.182	0.084	1.185
	Monthly income level	-0.048	1.158	-0.032	1.208	0.003	1.201	0.012	1.266
	The nature of the employer	0.134	1.026	0.104	1.086	0.084	1.036	0.086	1.108
Independent variable	Disregarding the management mindset			0.664***	1.046	0.614***	1.104	0.614***	1.102
Adjusting variables	Internal and external control personality traits					-0.348	1.154	-0.345	1.196
Interactive items	Abusive management \times Internal and external Controlling personality traits							0.248*	1.104
Fitting index	F	2.648**		7.215***		9.015***		10.644***	
	Adjustment R ²	0.084		0.266		0.348		0.415	

Note: * indicates significant at the 0.05 level; ** indicates significant at 0.01 level; *** indicates significant at 0.001 level.

6 Conclusions and implications

6.1 Conclusions of the study

A principal component regression analysis will be used to create a model after the conceptual information about the study field has been reviewed. We'll look at the relationship between abusive management and intentions to leave a company, as well as how job uncertainty functions as a mediating factor. The regression analysis will additionally incorporate a moderating variable. The idea of direct and mediated effects will be tested through data collection and analysis. When abusive leadership is included in the regression equation, the probability of knowledge workers to leave their jobs is significantly and positively predictable ($\beta=0.664$, $P<0.001$). Model 2's adjusted R² is 0.266, which is greater than Model 1's. This indicates that employees' intentions to leave their jobs are significantly impacted by abusive leadership. Therefore, the first hypothesis is validated and employees' intentions to quit their positions are positively and significantly impacted by abusive bosses. Employee intention to quit is positively and significantly impacted by job loss insecurity, job execution insecurity, wage promotion insecurity, excessive competition uncertainty, and interpersonal relationship insecurity. The corresponding values of β in Model 2 are 0.458, 0.348, 0.334, 0.314, and 0.348 and all coefficients are significant at $P<0.01$. Thus, job insecurity is significantly positively associated with the intention of employees to quit, and the third hypothesis is confirmed.

6.2 Management Insights

6.2.1 Leadership level

How to lead the staff is a science and an art, for most of the leaders who grew up in the last century, their own may have developed the habit of abusive leadership, but in the face of the new job market situation and the new characteristics of the job seekers, the leadership should also make the corresponding changes, from learning theory to apply the practice of improving their own leadership ability to promote better and faster development of enterprises and organizations.

6.2.2 Employee level

When feeling abusive management treatment should clearly recognize the logical relationship between the various levels of the organization under this negative management behavior. Individual employees under the influence of abusive management practices produce emotional exhaustion of the status quo, the most negatively affected or employees, employees will lose interest and motivation to work or worse even lose their jobs, while the loss of leadership is relatively small, so the appropriate approach is to take the initiative to fight rather than passive acceptance.

6.2.3 Organizational level

According to this paper and many other scholars, it has been clearly concluded that abusive and destructive management styles bring a lot of harm to both the company and the employees, so the organizational level should pay attention to the use of corporate management styles, and set up the appropriate regulations and supervisory departments to keep self-checking at all times. Adopting a design that reduces the number of management levels and avoids the bloating of the management hierarchy will reduce the chances of abusive management occurring.

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