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RESEARCH ARTICLE

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Abusive Supervision and Neglect: The Effects of Leader-Based Perceived Insider Status and Perceived Organizational Support

Abstract Researchers have noted various obvious behavioral outcomes caused by abusive supervision while overlooking hidden behaviors. We draw on self-determination theory to propose that abusive supervision leads to subordinates' hidden destructive behavior, namely neglect. This study examines the relationship by focusing on a three way interaction model. Using multi-wave design, we collected data in a Chinese leading petrochemical corporation. We found positive associations between abusive supervision and neglect. Such associations are influenced by subordinates' insider status and organizational support. Theoretical and practical implications, limitations and future research directions are discussed.

Keywords abusive supervision, leader-based perceived insider status, organizational support, neglect

1 Introduction

For decades, researchers have been interested in deviant or dysfunctional behaviors in organizations. Thus, the study of abusive supervision, a typical deviant behavior, has attracted many scholars (Ashforth, 1994; Duffy et al., 1998;

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Tepper, 2000; Tepper, et al., 2001; Tepper, et al., 2004; Tepper, 2007). As defined by Tepper (2000), abusive supervision refers to "subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (p. 178). Typical manifestations of abusive supervision include humiliating or ridiculing subordinates in front of others, blaming subordinates for mistakes they did not make, withholding needed information, giving subordinates the silent treatment, and coercing subordinates (Aryee et al., 2007; Hoobler and Brass, 2006; Tepper, 2000; Tepper et al., 2009). To date, abusive supervision has been widely studied by western scholars resulting in fruitful research achievements. According to previous studies, abusive supervision has destructive impacts on the subordinate. In its psychological aspects, abusive supervision exerts negative effects on attitudes, emotions, and the psychological health of subordinates (Ashforth, 1994; Duffy et al., 2002; Tepper, 2007; Tepper et al., 2004). In its behavioral aspects, it results in subordinates' deviant behavior and turnover (Lian et al., 2012; Mitchell and Ambrose, 2007; Tepper, 2007). We notice that existing literature on abusive supervision focuses on subordinates' "obvious" behavioral outcomes, which can be easily noticed by leaders, such as excessive absenteeism or resignation. In the workplace, these behaviors indeed have negative effects on organizations. But their negative effects are limited. If leaders can easily notice these behaviors, then they can change their leadership behavior, such as reducing abusing behavior towards subordinates to minimize negative effects. Hence, obviously destructive behavior is like a "mirror" of supervisors' deviant behavior. Leaders can see their improper behavior through this "mirror" and then correct it. In this way, the negative impact of a subordinate's obvious deviant behavior can actually be controlled by supervisors. However, the negative effects of another kind of destructive behavior, caused by abusive supervision but seldom studied by scholars, may not be so easy to handle. We refer to such effects as hidden effects and their instigating behaviors as subordinates' hidden destructive behaviors. Examples of hidden destructive behaviors include daydreaming or using company time for personal business. Compared with obvious deviant behavior, such hidden behaviors have a much worse impact on the efficiency of an organization for at least two reasons. First, worried about provoking an escalation in supervisors' abuse behaviors, most employees do not dare adopt obvious behaviors against their superiors (Tepper et al., 2009). Therefore, they choose "hidden" ways to oppose supervisors' abusive behavior, and thus make

hidden behaviors more popular in the workplace. Second, due to the characteristic of concealment, hidden behaviors are usually too secret to be noticed by leaders, and thus they cannot eliminate the negative effects in time. Consequently, the negative influence of hidden behaviors can be much stronger than obvious behaviors. Hidden destructive behavior can be described as a "mist" in the workplace. Supervisors are easily lost in it.

Although hidden destructive behaviors caused by abusive supervision have more unfavorable effects in organizations, it has not attracted much attention from researchers. Few studies have investigated this important issue. Given that abusive supervision is easily conducted by managers in Chinese firms, a main goal of our study is to bridge the gap between abusive supervision and hidden destructive behavior. After searching the related literature on hidden destructive behaviors, we find that neglect behavior, from the ELVN (exit, loyalty, voice and neglect) model (Farrell, 1983), is a classic example of such hidden behavior, and is significantly influenced by abusive supervision. Accordingly, we chose this behavior as one of the subjects for our research. In other words, our study examines the relationship between neglect and abusive supervision. Furthermore, following Tepper's suggestion (2007), we take the leader and subordinate's relationship factor and organizational factor simultaneously into consideration when building our model. To be specific, we chose leader-based perceived insider status (leader-based PIS) as the relationship factor and perceived organizational support (POS) as the organizational factor in developing our model. The conceptual framework associated with our model is illustrated in Fig. 1. On the basis of this framework, our study has three stages. First, we investigate the relationship between abusive supervision and neglect. Second, we use hierarchical regression modeling (HRM) to examine the moderating role of leader-based PIS and POS in this relationship. Last, we examine the moderating effect of POS on reducing leader-based PIS's negative impact on the relationship between abusive supervision and neglect.

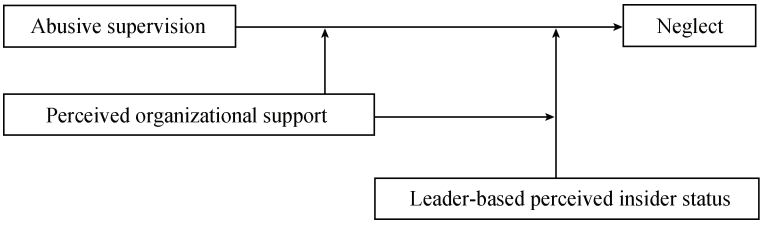

Fig. 1 Theoretical Model of the Research

2 Hypothesis

2.1 Abusive Supervision and Neglect

Abusive supervision is characterized by supervisors' improper behaviors such as withholding needed information and humiliating or ridiculing subordinates in front of others (Tepper, 2000). Without question, these behaviors will have negative impacts on employees. For example, abusive behavior will increase employees' intention to leave and probability of engaging in deviant behavior (Mitchell and Ambrose, 2007; Tepper, 2007; Lian et al., 2012). But the reason that abusive supervision is associated with neglect lies in self-determination theory (Deci and Ryan, 2000). Self-determination theory indicates that humans possess three basic psychological needs, and the absence of fulfillment of any of the three needs is detrimental to humans. Thwarted need satisfaction causes suboptimal performance such as behavioral dysregulation and aggression (Shields, Ryan, and Cicchetti, 2001).

According to self-determination theory (Deci and Ryan, 2000), an individual's three basic needs are needs for competence, relatedness and autonomy. First, a need for competence refers to the ability to complete challenging tasks and attain valued rewards (Skinner, 1995; White, 1959). Second, a need for relatedness means the desire to feel a sense of connection and mutual respect with others (Baumeister and Leary, 1995). Third, a need for autonomy refers to someone's desire to conduct his or her own actions in a manner consistent with his or her sense of self (Ryan and Connell, 1989). A leader's abusive behavior is likely to threaten these three fundamental psychological needs of the subordinate. First, supervisors who conduct abusive behavior may belittle their subordinates. Such belittling behavior calls into question one's abilities and achievements, and thus can negatively affect subordinates' sense of competence. Second, when encountering abusive supervision, subordinates will behave in line with the supervisor's desire (Lian et al., 2012). Hence, the subordinates' autonomy is undermined. Third, humiliating or ridiculing subordinates in front of others suggests that those humiliated subordinates are not well-respected members of the organization, so that such abusive behavior reduces an individual's sense of relatedness (Ferris et al., 2008; Tyler et al., 1996). As we stated above, when basic psychological needs cannot be fulfilled, individuals are likely to engage in improper behaviors because thwarted needs satisfaction will lead to a strong

sense of dissatisfaction (Deci and Ryan, 2000). To relieve such aversive experiences, individuals may retaliate against the source of dissatisfaction, for such actions can make individuals feel better (Carlsmith et al., 2008) and reduce the likelihood of future threats to one's basic needs (Baumeister et al., 1996; Berkowitz, 1989). Since abusive supervisors can deprive subordinates of their basic needs satisfaction, we can expect subordinates to retaliate against their abusive supervisors. But since direct retaliation against supervisors may be impossible in the workplace (Dollard et al., 1939) and direct revenge behavior may provoke an escalation in abusive behavior (Tepper et al., 2009) or other negative impacts (Aquino et al., 2001), these abused subordinates may retaliate against their supervisors on the sly. That is to say, they are more likely to use hidden behavior instead of obvious behavior against their leaders. In practice, we find that typical hidden behaviors include taking extended breaks, daydreaming and so on. These are called neglect behaviors, which refer to passively allowing conditions to deteriorate through reduced interest or effort, using company time for personal business, or increased error rates (Farrell, 1983). Therefore, based on the above analysis, we hypothesized the following:

Hypothesis 1. Abusive supervision is positively related to a subordinate's neglect behavior.

2.2 The Moderating Role of Leader-Based Perceived Insider Status

Perceived insider status (PIS) refers to the extent to which an individual employee perceives him- or herself as an insider within a particular organization (Stamper and Masterson, 2002). To date, insider status studies have focused on the feeling of belonging to the whole organization. Yet, as Lapalme et al. (2009) suggest, the sense of being an insider can be created through personal relationships with other individuals in an organization. Because the relationship with a supervisor is essential in developing subordinates' perception of their own insider status (Lapalme et al., 2009), leader-based perceived insider status (leader-based PIS) is definitely an important variable in insider status research. Based on the definition of perceived insider status, leader-based PIS represents the extent to which an individual employee perceives him- or herself as an insider in relation to his or her supervisor. In essence, this construct represents the quality of relationship between a supervisor and his or her employees. This concept is quite close to leader-member exchange (LMX), with the following

differences. Insider status is a unidirectional concept that only describes a subordinate's personal opinion about his relationship with his leader, while LMX is a bidirectional concept which portrays the objective quality of the subordinate-supervisor relationship. In other words, someone may regard himself as a supervisor's insider while his LMX is low. For example, if a leader is always strict with a subordinate, their LMX would be low. But the subordinate leader-based PIS could be high if he perceives his supervisor's behavior as "tough love."

Although a subordinate can accept "tough love," it does not mean that he/she accepts abusive behavior as well. Actually, implicit leadership theory indicates that if a person regards him- or herself as an insider of his or her supervisor, he or she will have some expectations of that supervisor. According to Ling et al. (2000), a leader's personal morality is one of the most important characteristics that an employee has expectations of in Chinese organizations. Such expectations are even more pronounced when we feel we are in an insider relationship with our supervisors. However, abusing employees would fail a subordinate's expectation that they should be treated ethically. Thus, when expectations are not satisfied, a disconfirmation judgment forms. Such judgment is likely to lead to dissatisfaction. Greater expectations also lead to greater disappointment. Hence, when an insider is abused by a leader, he or she experiences more dissatisfaction than an outsider. Further, revenge of the unsatisfied insider is likely to be more than that of an outsider. Thus we predict abused employees who perceive themselves as insiders will engage in more neglect behaviors than those who are outsiders. That is to say, neglect behavior will be affected by the interaction of abusive supervision and leader-based PIS. Accordingly, we hypothesized the following:

Hypothesis 2. Subordinates' leader-based perceived insider status moderates the relationship between abusive supervision and subordinates' neglect such that the relationship is stronger when the level of subordinates' leader-based perceived insider status is higher.

2.3 The Moderating Role of Perceived Organizational Support

In the workplace, employees form beliefs about the extent to which their organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Wayne et al., 1997; Rhoades and Eisenberger, 2002).

Those beliefs are identified as perceived organizational support (POS). Considerable research has focused on POS as a means of reducing harmful effects within a work context (Jawahar et al., 2007). In line with these studies, we suggest that POS can help people fulfill their basic needs which are impacted by abusive supervision. First, when a person gets support from their organization, his need for competence is fulfilled. If an employee is supported by his colleagues, he may be able to depend on substantial assistance from them. Thus he is able to solve problems or finish work more easily. He may feel he is important and is therefore able to fulfill his need for competence. Second, when a person gets support from her organization, her need for relatedness will be fulfilled. Support from others is a sign that the receiver of support is accepted by her coworkers (it is harder for an outsider to get help in an organization). In other words, the receiver is an insider in the group or organization. Therefore, the need for relatedness is fulfilled. Third, as Yamaguchi's (2001) study indicated, POS will fulfill an employee's need for autonomy. Understandably, POS can limit the damage caused by abusive supervision, to a person's three basic needs so that an employee with more POS will be less likely to need to take revenge on his or her leader. As a result, POS can be a moderator of the relationship between abusive supervision and neglect. Accordingly, we hypothesized the following:

Hypothesis 3. POS moderates the relationship between abusive supervision and a subordinate's neglect such that the relationship is weaker when a subordinate's POS is higher.

On the basis of Hofstede's (1991) research, one of the most important dimensions of Chinese culture is collectivism. Hence, Chinese people pay more attention on the community they live in. That means that when the group and a specific individual conflict, Chinese people will stand by the group instead of the individual. This rule is also applicable in the workplace, so that when conflict rises between leaders and the organization, people will fall in line with the group. Hence, even if an employee is in an insider relationship with his or her supervisor, he or she will still put the organization first. Furthermore, he or she would pay more attention to POS (representing the organization) than to leader-based PIS (representing the leader). In this way, we predict that POS will decrease the negative impact of leader-based PIS on the relationship between abusive supervision and neglect. Therefore, we hypothesized the following:

Hypothesis 4. POS will decrease the moderating effect of leader-based PIS on

the relationship between a leader's abusive supervision and an employee's neglect such that the moderating effect of leader-based PIS on employees with high POS is weaker than on those with low POS. Leader-based PIS, POS and abusive supervision are a three way interaction which has an impact on neglect.

3 Method

3.1 Sample and Procedures

The sample for the current study is from a leading petrochemical corporation in China. In order to reduce the potential common method bias (Podsakoff et al., 2003), we adopted a longitudinal research design and collected the data in two waves. In the first wave (T1), employees were asked to evaluate their leaders' abusive supervision, and their perceived organizational support. In the second wave survey (T2), we asked employees to finish the neglect questionnaire and leader-based perceived insider status questionnaire.

With the assistance of the human resources manager in the company, we obtained a list of all employees. Using the random sampling method, we chose 320 employees. All of the respondents were informed that the survey was aimed at examining their work experience and they were assured anonymity and confidentiality. Each of the completed surveys was placed in an envelope and returned to a box placed in the human resources department.

In wave one, 320 employees finished the survey and returned envelopes. Three of these returned questionnaires were unusable because of missing responses. Six months later, we distribute the second wave of questionnaires to the employees using the same sampling approach, and 315 completed the survey, reaching a response rate of 98.4%. After receiving both waves of envelopes, we checked each respondent's questionnaires to make sure they were complete and all the employees finished both surveys. In sum, the final sample was composed of 315 employees. More than half (58.6%) of the final sample participants were male. The average organizational tenure was 8 years (SD = 7.56).

3.2 Measures

Some of our measures in this study were originally developed in English so we translated them into Chinese and conducted the back-translation according to the method proposed by Brislin (1980). The Chinese questionnaires were then

pilot-tested on employees in another study. Based on the feedback from that study, we reworded some items to improve clarity. All the variables in the questionnaires were listed below.

Abusive supervision. Following Liu et al. (2012) and Lian et al. (2012), we assessed abusive supervision with Tepper's (2000) 15-item Abusive Supervision Scale. Participants indicated the frequency with which their supervisors performed abusive behaviors. The simple items included: "My supervisor reminds me of my past mistakes and failures"; "Tells me my thoughts or feelings are stupid"; "Doesn't give me credit for jobs requiring a lot of effort" and "Makes negative comments about me to others". Respondents rated their agreement with each item on a 5-point Likert scale (1 = *strongly disagree*, 5 = *strongly agree*). Cronbach's alpha of the abusive supervision scale in our study was 0.98.

Neglect. The scale of neglect came from Naus et al.'s (2007) research. The neglect was measured by five items, including "Miss out on meetings because you do not feel like attending them" and "Every now and then do not put enough effort into your work". This questionnaire was a 5-point Likert scale (1 = *strongly disagree*, 5 = *strongly agree*) and the neglect scale's reliability in this study was 0.90.

Leader-based perceived insider status. On the basis of Stamper and Masterson's (2002) perceived insider status scale, we developed the leader-based perceived insider status scale. Our scale was comprised of 6 items. Representative items included: "I have a strong feeling that I am the follower of my supervisor"; "I don't feel like that I am an 'insider' of my supervisor"; "I feel like I am an 'outsider' of my supervisor" and "My supervisor makes me frequently feel 'left-out' ". Three of the six items were reverse items, and respondents indicated the extent of their agreement with each item on a 5-point Likert scale (1 = *strongly disagree*, 5 = *strongly agree*). Cronbach's alpha of this scale was 0.84 in this study.

Perceived organizational support. Following Eisenberger et al. (1986), we used an eight item scale to measure employees' perceived organizational support. These items included: "The organization strongly considers my goals and values"; "Help is available from the organization when I have a problem"; "The organization would forgive an honest mistake on my part" and "The organization really cares about my well-being". All the respondents were asked to rate their

agreement with each item on a 5-point Likert scale (1 = *strongly disagree*, 5 = *strongly agree*). Cronbach's alpha of the perceived organizational support scale in our study was 0.96.

Control variables. Past research suggests that age may influence the deviant reactions of employees (Grasmick and Kobayashi, 2002). Therefore, we controlled for employees' age in our analysis. We controlled for employees' tenure as well because some researchers have indicated that employees' tenure influenced reactions (Wayne, et al., 1997). Last we controlled for another two common demographic variables, employees' gender and education since they have been confirmed as influential factors of neglect (Lyons and Lowery, 1989).

4 Results

4.1 Descriptive Statistics

We used SPSS 19.0 software to analyze the data. Table 1 shows the means, standard deviations, reliability and Pearson correlations among studied variables. The means of our focal variables (i.e., abusive supervision and perceived organizational support) were comparable to those previously reported (Tepper, 2000; Naus et al., 2007; Eisenberger et al., 1986). Of greatest interest, abusive supervision was significant positively related to neglect ($r = 0.33$, $p \leqslant 0.01$).

4.2 Test of Hypotheses

Hypothesis 1 stated that abusive supervision is positively related to neglect. As shown in Table 1, the correlation between abusive supervision and neglect was 0.33, which indicates that abusive supervision was positively correlated to neglect ($r = 0.33$, $p \leqslant 0.01$). Moreover, in Table 2, when controlled for age, tenure, education and gender, abusive supervision can still predict neglect (see Model 2, $\beta = 0.33$, $p \leqslant 0.01$). Hence, Hypothesis 1 was supported.

Hypothesis 2 predicted that an employee's leader-based insider status would positively moderate the relationship between abusive supervision and neglect. To test this moderating effect, we carried out stepwise regression analyses. To reduce the potential collinearity between the interaction term and its component variables, we followed the recommendations of Aiken and West (1991). We centered the independent variable (abusive supervision) and moderator

Table 1 Means, Standard deviations, Reliabilities, and Correlations among Study Variables

Variable	M	SD	1	2	3	4	5	6	7	8
1.Gender [a]	1.41	0.49	-							
2.Age [b]	2.30	1.44	–0.02	-						
3.Tenure	8.00	7.56	0.06	0.78**	-					
4.Education [c]	4.36	0.59	–0.22**	–0.07	–0.22**	-				
5.Abusive supervision	1.45	0.69	–0.11*	0.17**	0.13*	0.05	**(0.98)**			
6.POS	3.66	0.79	–0.06	–0.14*	–0.09	–0.01	–0.36**	**(0.96)**		
7.Leader based PIS	3.32	0.74	–0.07	–0.24**	–0.22**	0.03	–0.33**	0.48**	**(0.84)**	
8.Neglect	1.55	0.69	–0.13*	0.02	0.02	0.04	0.33**	–0.26**	–0.24**	**(0.90)**

Note. N=315. * $p \leqslant 0.05$ (2-tailed); ** $p \leqslant 0.01$ (2-tailed).

[a] Gender: 1 = male; 2 = female.

[b] Age: 1 = 30 or below; 2 = 31–35; 3 = 36–40; 4 = 41–45; 5 = 46–50; 6 = 50 or above.

[c] Education: 1 = junior high school or below; 2 = high school ; 3 = college degree; 4 = bachelor; 5 = master degree or above.

Table 2 Hierarchical Regression for Hypotheses Testing

Variable	Neglect				
Controls	Model 1	Model 2	Model 3	Model 4	Model 5
Gender	−0.12*	−0.09	−0.10	−0.12*	−0.12*
Age	−0.02	−0.05	−0.08	−0.09	−0.08
Tenure	0.04	0.02	0.01	0.01	0.01
Education	0.02	0.01	0.01	−0.01	−0.03
Independent variable					
Abusive supervision		0.33**	0.27**	0.29**	0.27**
Moderator					
Leader-based PIS			−0.19**	−0.11	−0.19**
POS				−0.15*	−0.20**
Interaction					
Abusive supervision * Leader-based PIS				0.24**	0.11
Abusive supervision * POS				−0.16*	−0.28**
Leader-based PIS * POS				−0.01	−0.05
Abusive supervision * Leader-based PIS * POS					−0.30**
R^2	0.02	0.12	0.15	0.20	0.22
F	1.29	8.02**	8.72**	7.13**	7.49**
$\triangle R^2$	0.02	0.10	0.03	0.05	0.02
$\triangle F$	1.29	34.36**	10.90**	3.47*	9.15**

Note. $N = 315$. * $p \leqslant 0.05$ (2-tailed); ** $p \leqslant 0.01$ (2-tailed).

(leader-based perceived insider status), and constructed the interaction term by multiplying the centered abusive supervision by leader-based insider status. Then we used Cohen et al.'s (1983) step-up procedure for stepwise regression to assess the moderation of leader-based perceived insider status by using SPSS 19.0 software. First, we chose neglect as the dependent variable and entered the control variables as independent variables. Next, we entered abusive supervision and leader-based PIS into the regression procedure. Last, we entered the interaction term. As shown in Table 2, the interaction between abusive supervision and leader-based PIS was statistically significant (β = 0.24, $p \leqslant$ 0.01). Therefore, Hypothesis 2 was supported.

To examine this interaction in more detail, regression lines representing the relationship between abusive supervision and neglect were plotted, as shown in Fig. 2, for high and low levels of an employee's leader-based PIS on the basis of Aiken and West's (1991) suggestion. Consistent with Hypothesis 2, the slope of the relationship between abusive supervision and neglect was greater when an employee had high leader-based PIS than when they had low leader-based PIS.

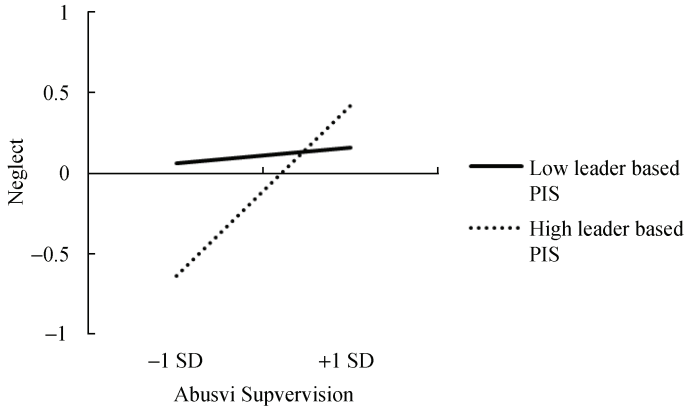

Fig. 2 Interactive Effect of Abusive Supervision and Leader-based PIS on Neglect

As well as testing the moderating effect of leader-based PIS, we also examined the moderating effect of POS, as stated by Hypothesis 3. The standard coefficient (see Table 2) of the interaction (Abusive supervision * POS) is –0.16 ($p \leqslant$ 0.05), hence Hypothesis 3 was supported. The moderating effect is clearly shown in Fig. 3 below.

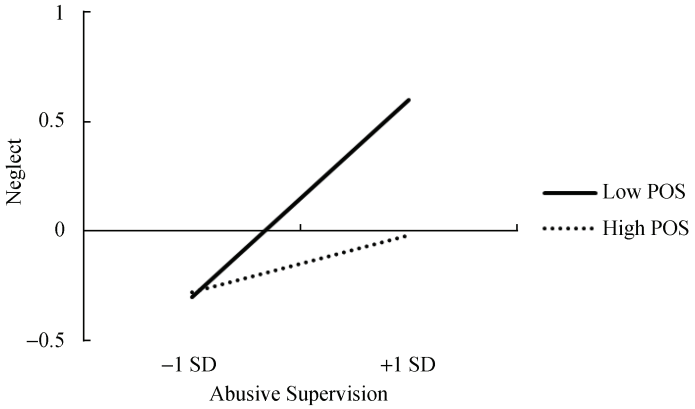

Fig. 3 Interactive Effect of Abusive Supervision and POS on Neglect

Hypothesis 4 predicted that an employee's perceived organizational support (POS) would negatively moderate the moderating effect of leader-based PIS on the relationship between a leader's abusive supervision and an employee's neglect. In other words, the moderating effect of PIS on employees with high POS was weaker than on those with low POS. In order to test this hypothesis, we adopted the three-way interaction testing procedure (Cohen et al., 1983; Aiken and West, 1991; Dawson and Richter, 2006) which is widely used by social science researchers. This procedure is analogous to the procedure that we used to examine the two-way interaction of abusive supervision and leader-based PIS on neglect. First, we centered three variables, abusive supervision, leader-based PIS and POS. Next, we conducted four interaction terms including abusive supervision * leader-based PIS, abusive supervision * POS, leader-based PIS * POS and abusive supervision * leader-based PIS * POS. Then the dependent variable neglect was stepwise regressed on (1) control variables (i.e. age), (2) dependent variables (abusive supervision), (3) moderating variables (leader-based PIS and POS), (4) two-way interaction terms (i.e. abusive supervision * leader-based PIS) and (5) three-way interaction terms (leader-based PIS * POS and abusive supervision * leader-based PIS * POS). The regression result was shown in Table 2. Of direct interest, the three-way interaction among abusive supervision, leader-based PIS and POS was statistically significant (β = –0.30, $p \leqslant 0.01$). Hence, Hypothesis 3 was supported.

To interpret the three-way interaction in more detail, we plotted the interaction following the recommendations of Aiken and West (1991). As shown in Fig. 4

and Fig. 5, we plotted the relationship between abusive supervision and neglect, at high and low levels of leader-based PIS and POS. Such a plot provides us a quick and visual indication of the three-way interaction. Now that the angle between the two lines which represents the relationship between abusive supervision and neglect is greater when an employee had low POS than when he/she had high POS, we can show that the moderating effect of PIS on employees with high POS was weaker than on those with low POS.

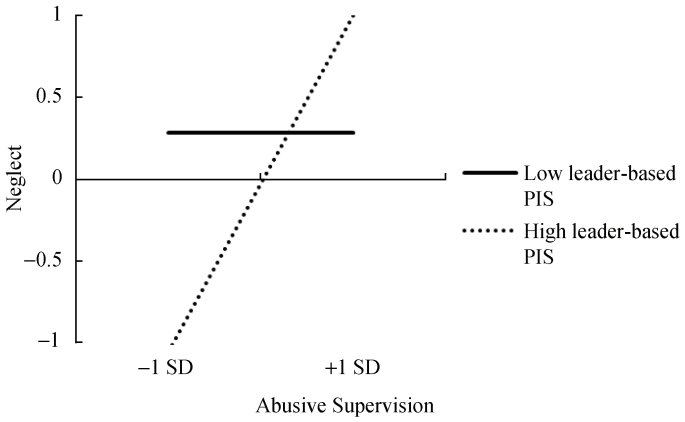

Fig. 4 Interactive Effect of Abusive Supervision and Leader-based PIS on Neglect (when POS is low)

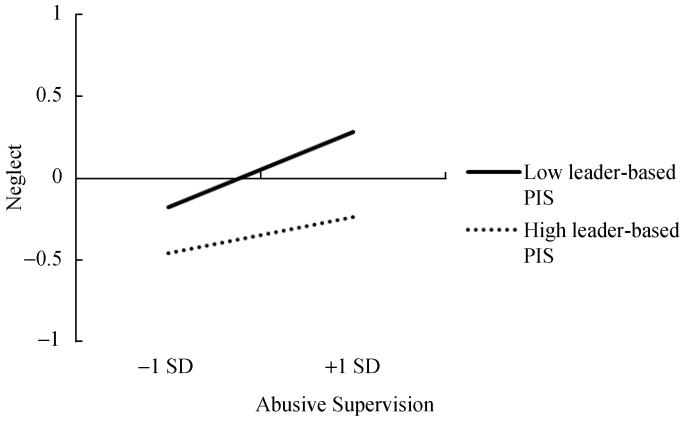

Fig. 5 Interactive Effect of Abusive Supervision and Leader-based PIS on Neglect (when POS is high)

5 Discussion

The results of this study indicate several findings. First, as predicted, abusive supervision is positively related to subordinate neglect. This result can be explained by self-determination theory (Deci and Ryan, 2000). Such findings are consistent with Tepper's (2000) prediction that abusive supervision would cause dysfunctional organizational behaviors. Second, we have an interesting finding that is a little counterintuitive but makes more sense in the Chinese context. The finding is that high levels of leader-based PIS will magnify the positive relationship between abusive supervision and neglect. Such a conclusion may surprise supervisors, who expect that their "bad" behaviors will be forgiven by subordinates with whom they have a good relationship. Hence, this result may have strong practical implications. Third, we find that POS will decrease the moderating effect of leader-based PIS on the relationship between a leader's abusive supervision and an employee's neglect such that the moderating effect of leader-based PIS on employees with high POS is weaker than on those with low POS. This conclusion confirmed the important role of the organization in management fields. Our discussion below reviews the findings' theoretical and practical implications, limitation of this study and future research directions.

5.1 Theoretical Implications

The current research extends previous research in several ways. First, our study extends the abusive supervision theory by investigating the influence of abusive supervision on a brand new outcome, neglect. This also responds to calls that other scholars have made (Tepper, 2000) to explore possible links between abusive supervision and dysfunctional organizational behaviors. Second, based on Lapalme et al.'s (2009) suggestions, we extend the insider status research field by developing a construct named leader-based PIS and by examining the moderating role of the new variable on the relation between abusive supervision and neglect. In contrast to the supposition that high levels of leader-based PIS can buffer against the detrimental effects of supervisor abuse, our results show that high levels of leader-based PIS magnify the positive relationship between abusive supervision and neglect. Third, our study also responds to Tepper's (2007) call to examine supervisor-level factors and organizational-level factors at the same time. Hence, the study further extends the abusive supervision theory.

Fourth, besides the implications above, although abusive supervision was proposed in the western cultural context, our research reveals its cross-cultural implication by applying it in the Chinese context.

5.2 Practical Implications

The practical implications of our study are reflected in three ways. First, the current study has important implications for human resource management practice. As our research reveals, abusive supervision has a significantly positive impact on subordinates' neglect behaviors, and such neglect behaviors are organization-oriented. Neglect behaviors, such as daydreaming, frequent lateness and using company time for personal business, are no doubt negatively impacting the productivity of the organization. Hence, supervisors should engage in less abusive behavior towards their subordinates in order to keep or improve the productivity of their organizations. Human resource departments should put more emphasis on reducing abusive supervision as well. To decrease abusive behaviors, human resource departments can carry out leadership development programs aimed at reducing supervisors' abusive behavior or hire external professional agencies to do so. Second, our research provides insight into how subordinates' insider status influences the relationship between abusive supervision and neglect since leader-based PIS has a positive impact on the linkage between abusive supervision and neglect. A supervisor should pay more attention to the subordinates who are close to him or her as supervisors' improper behavior towards subordinates with high leader-based PIS may bring more damage to the organization than those with low leader-based PIS.

Last but not least, our study shows that POS can reduce the effect of leader-based PIS on the relationship between abusive supervision and neglect. Therefore, organizations should provide their employees with more support. Then even if supervisors in the organization "incautiously" engage in abusive supervision behaviors, the negative consequences can be reduced.

5.3 Limitations

As with any research, this study has several limitations that should be noted. First, we adopted measuring scales that were developed in the western organizational context to investigate relations and phenomena in the Chinese context. Although

the phenomena may be universal, the best choice is to use indigenous scales. Therefore, in the future, we should develop and adopt indigenous questionnaires to conduct local research. Only in this way can scholars around the world understand China better and Chinese scholars will have the chance to make unique contributions to management knowledge. Second, we developed a new scale. Even though the scale was based on an existing scale (Stamper and Masterson, 2002), we did not conduct a pilot test to test this scale alone. Omitting such a test brings some limitations to our study, even though our data shows that this scale can be accepted due to its reliability. Third, we examined the relationship between abusive supervision and neglect, but we did not explain its mechanism. That is to say, we did not examine any mediators. The black box of abusive supervision-neglect linkage still remains unopened. Fourth, another potential limitation concerns the generalizability of the results. We only examined our hypotheses though a single data source. It is entirely possible that our hypotheses cannot be supported in other contexts. Hence the generalizability of our conclusion may be another limitation of our study.

5.4 Future Research Directions

Despite a few limitations, there are many potential areas for future research suggested by the current study. First is further replication. As we pointed out, our research collected data from a leading petrochemical corporation in China. To constructively replicate our findings, future research should obtained data from other organizations in a cross-cultural context. Doing so will also prove the generalizability of our hypotheses. Second, scholars who are interested in abusive supervision theory may try to find the mediating mechanisms of the linkage between abusive supervision and neglect. According to our basic analysis, several variables such as trust in leaders, perceptions of justice and dissatisfaction may be mediating variables in this linkage. Third, after our study proving the relationship between abusive supervision and neglect, loyalty, from the EVLN model (Farrell, 1983), becomes the last variable that needs to be tested in terms of its relationship with abusive supervision. Hence, in the future, we can investigate the relationship between loyalty and abusive supervision and the mediating mechanisms of such a relationship. Moreover, we can also examine potential moderators such as work contextual variables and personality variables in this relationship.

5.5 Conclusion

As shown above, all of our three hypotheses have been supported by the data. In spite of a few limitations, our study highlights the relationship between abusive supervision and subordinates' hidden destructive behavior. In general, our findings indicated that abusive supervision will lead to subordinates' hidden destructive behavior (neglect). Moreover, both leader-based perceived insider status and perceived organization support can influence the relationship between abusive supervision and neglect. More specifically, leader-based PIS will strength the relationship of abusive supervision and neglect while POS can reduce the effect of leader-based PIS on that relationship.

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