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The Mediating Role of Perceived Organizational Support in the Effect of Abusive Management and Psychological Contract Perception on Job Embeddedness in Air Transport Businesses

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Abstract

The study attempts to investigate how perceived organizational support mediates the relationship between perceived psychological contract, work embeddedness, and abusive management. Data for the study—which is based on the theories of social exchange and resource conservation—was gathered from Istanbul-based airlines that provide transportation services. The study's sample consisted of 294 individuals. The bootstrap approach and the structural equation model-Amos were used to test the research's hypotheses. Results showed that perceived organizational support mediates the association between perceived psychological contract and work embedding and abusive management. The results also offer a thorough evaluation of how psychological contract perception and abusive management improve job embedding through higher perceived organizational support. This study on airline workers in Turkey is significant because it is the first to address the negative effects of abusive management, the benefits of employees' psychological connections to their workplaces, and the positive effects of employees' perceptions of organizational support on their job embeddedness.

1. Introduction

In today's increasingly competitive environment, it is getting harder for organizations to compete. It is also a fact that the survival of organizations is evaluated in multiple ways. Therefore, in order to reach their predetermined goals, the organizations do not only produce goods and/or services but also act based on the welfare, belonging, well-being and happiness of the employees who are the most valuable capital for the organization. Otherwise, employees will leave the job and the organization, resulting in high costs for organizations (Rubenstein, Eberly, Lee, Mitchell, 2018:1). It is not expected from the organizations in airline transport to bear a new cost item. It is inevitable to state that there are various elements that organizations need to provide for employees to coalesce into their jobs and organizations, that is, to experience organizational identification (Mael ve Ashfort, 1992) and, so to speak, to be embedded in their work.

From the hypothesis that the employees show their efforts as the product of a multi-faceted evaluation while performing their work within an organization, it is ideal for them to feel safe cognitively, physically and emotionally. Otherwise, it is possible for them to get disappointed by or bear a grudge against their organizations, to turn to organization cynicism in other words (Dean, Brandes ve Dharwadkar, 1998). In order to prevent that, organizations need to gain the trust of employees by offering promises they can keep. It can be ensured that the employees stay at the organization through the positive effect of the psychological contract, which is a type of contract, on the perception of the employees. In the studies conducted to seek an answer to the questions Why does an employee stay in his/her organization? or the opposite question Why does an employee leave his/her organization? as emphasized by Mitchell et al. (2001: 1104), the reasons for turnover behavior could not be adequately explained with existing concepts or theories, and the concept of job embeddedness was discussed. It is observed that the concepts that are thought to be effective in job embeddedness in the future, the leader-member exchange (LME) as in the study by Harris, Wheeler and Kacmar (2011), psychological safety, perception of support by Singh, Shaffer and Selvarajan (2018), LME and person-organization fit by Mazıoğlu and Kanbur (2020), perception on organizational support by Afsar and Badir (2016) and Akgündüz and Şanlı (2017), the trust for the manager and the perceived organizational justice by Akgündüz, Güzel and Harman (2016), contextual performance perception by Kesen and Akyüz (2016), are mostly positive concepts. However, it is understood that the possible effect of a negative factor on job embeddedness is not addressed or there are hardly any studies (Holtom, Burton, and Crossley, 2012: 434). Considering the general distribution of the studies, it is

observed that they focus on the health, tourism and accommodation sectors.

Within this context, whether the employees who work in airline transportation companies experience job embeddedness and the perception of the psychological contract, abusive management and organizational support perception, which can be considered as the factors affecting these situations, are evaluated. The lack of studies that deal with the concept of job embeddedness in airline transportation companies and examine it comprehensively together with the other three variables reveals the motivation of the research.

2. Theoretical Framework

2.1. Job Embeddedness

Intellectual capital has evolved into a source of competitive advantage for enterprises in today's knowledge-based economy. Companies now understand how important employee retention and intellectual capital development are to their ability to compete successfully. The choice of employees to remain with or quit their current employer is a crucial factor in work-related studies across all professional activity areas (Khan et al., 2018). Retaining employees is crucial for all industries.

The idea of embeddedness is a theoretical structure attracting the attention of scholars from various disciplines in recent years and means that economic actions and outcomes, just like all social actions and outcomes, are affected by the mutual relationships of the actor and the structure of the general network of relationships (Sandberg, 2003).

Some academics have broadened the concept of embeddedness by including variations like cognitive, cultural, and political embeddedness in response to criticism leveled at Granovetter for his too limited grasp of the concept (Sandberg, 2003). The term embeddedness has been used to refer to the influence of social structure over the economic activities of individuals and other social units in sociology and economics literature in the past. According to Baum and Oliver (1992), the economic players' level of embedding in their social structures will depend on how deeply they participate in relational networks. These social relationships and systems have an impact on and limit how people engaged act economically (Nguyen, 2010). From a sociological perspective, embeddedness is expressed as the forces that provide the connection of individuals with other people, groups and teams. It has also been associated with an individual's intention to stay in or leave an institution (Beduk and Yıldız, 2018). Nevertheless, according to Mitchell et al., the use of embedded structures by sociologists and economists is much broader than they are in terms of units of analysis and dependent variables. While sociologists and economists focus on individuals, groups and organizations in various economic actions, Mitchell et al. focus more narrowly on individuals who stay in their organizations (Nguyen, 2010).

Job embedding represents a broad constellation of effects regarding employee retention. Embedded Figures Test and Kurt Lewin's Field Theory help to understand the core of this structure (Mitchell et al., 2001). Embedded figures are related to the psychological background of the individual and are used in psychological tests. It is difficult to leave the embedded figures and they surround individuals (Dedeoğlu et al., 2016). According to Kurt Lewin's Field theory, there are driving and hindering factors in shaping the behavior that each individual exhibits (Karaduman, 2019).

Many articles and authors have used the terms voluntary turnover or intention to depart to explain the idea of work embeddedness (Birsel et al., 2012). Most of the theoretical underpinnings for psychology research on voluntary turnover are presented by March and Simon (1958), who define voluntary turnover as a reflection of an employee's decision to engage in the activities of his or her business (Lee et al., 2004). To put it another way, when an employee leaves their job voluntarily, they do so to stop their association with the organization (An, 2019). There are numerous causes that lead to people quitting on their own, and numerous research on the employee turnover rate have been done throughout the years.

Traditional research on staff turnover has focused on negative job attitudes (such as low job satisfaction levels) as reasons for turnover. In their important work that they brought to the literature, March and Simon (1958) propose a psychological explanation for employee turnover based on the individual's utility functions. When the outcomes (such as wages or promotion opportunities) are lower than the expectations of the employees, the employee becomes dissatisfied, and this increases his/her desire to move and motivates the employee to leave the organization s/he works for. Employee turnover then becomes a function of the extent of this desirability with the perceived ease of movement, that is the number of perceived job alternatives (Harman et al., 2007).

The ease of mobility refers to perceived job alternatives or actual unemployment rates, but the attractiveness of moving over time refers to work attitudes like job satisfaction or organizational commitment. More specifically, the majority of employee exchange ideas are based on the idea that employees quit their jobs if there are better options accessible to them. Work involving voluntary turnover (employee exchange) is characterized by dissatisfaction, a lack of commitment, and a concentration on standard job alternatives (Lee et al., 2004).

2.2. Perceived Organizational Support

It is of great importance for organizations to support their employees in order to keep up with the innovations of our age. It is only in this way that organizations can survive. Moreover, organizations are not groups of people that come together randomly, they are structures where individuals gather for a common goal, and they need to have certain characteristics, values and roadmap in order to achieve their goals. The existence of all these organizational components in an efficient structure and the support of the organization for the employees who are the locomotive of the organization are essential tasks for organizations aiming at efficiency. The organizations have to make their employees feel valued and necessary while fulfilling this duty. This can be possible by paying attention to their needs and requirements. Employees who feel that they are respected, valued and approved by organizational support may develop a sense of commitment as well as positive personal feelings for their organizations. The organizations can support their employees by giving importance to their suggestions, criticisms, and creative ideas, or they can also support them by appreciating their success, giving job security, or keeping the intra-organizational communication and organizational climate highly positive (Gül, 2010).

The support that employees receive from the organization, the importance attributed to their contribution, the satisfaction of their physiological needs and their happiness are direct indications that they receive support from the organization. Since these indicators occur as a result of mutual interaction, the perceived organizational support of the individual is also

directly related to the realization of this interaction (Eisenberger et al., 1986).

The perceived organizational support for the employees also develops according to what the organization contributes to them, the importance given to their welfare, the support given for creating a social identity, and the reward for their contribution. The employees perceive and directly feel the organizational support when they feel the support of the organization for them (Eisenberger, Cummings, Armeli, & Lynch, 1997).

Çakır (2001) approaches the concept of organizational support from a different perspective. According to Çakır (2001), organizational support begins with caring of employees' ideas. The starting point of organizational support is to develop a helpful approach in the areas needed by the employees both within and outside the workplace and taking the employees into account in this regard. Under such conditions, perceived organizational support of the employees are quite high (Çakır, 2001).

Another factor increasing the perceived organizational support of the employees is listening to the suggestions and complaints of the employees about the organization. Considering the opinions and suggestions of the employees about the organization where they spend a large part of their lives may result in affecting their perceived organizational support at the same rate (Özdevecioğlu, 2003).

The establishment of a reward system is another factor that increases perceived organizational support. Rewarding the employees as a result of their performance and the additional work they perform also significantly increases the perceived organizational support of the employees. In organizations where the reward mechanism works well, employees feel organizational support to a great extent (Eisenberger et al., 1997).

The other approaches that increase the perceived organizational support of the employees are respect, approval and caring. If the employees are aware that they are respected in the organization, feel that they are cared for because of their work and are approved by their superiors, the perceived organizational support of the employee will be significantly higher (Armeli, Eisenberger, Fasolo, & Lynch, 1998).

2.3. Abusive Management

From the definition of Tepper (2000: 178), abusive management, which refers to the perceptions of subordinates regarding the constant hostile behavior of superiors verbally or nonverbally except for physical contact with their subordinates, is the superiors' long-term emotional, cognitive and ultimately psychological maltreatment towards subordinates (Lin, Wang, & Chen, 2013). As a matter of fact, managers who have adopted abusive management style exhibit behaviors such as humiliating employees in a way that insults them in front of others, mocking and mistreating them, intimidating them to lose their job, talking loudly or even shouting at employees in anger for no reason, speaking in a way that violates the private lives of their employees, disturbing employees by giving vicious and hostile looks and not fulfilling their promises to employees. These destructive behaviors that harm the organization over time are defined as ordinary bullying by Ashfoth (1997), as aggressive manager by Schat, Desmarais and Kelloway (2006) and as undermining manager by Duffy, Ganster and Pagon (2002). However, the concept of abusive management has been used predominantly until today (Tepper, 2000).

In abusive management which is also considered an active manifestation of destructive leadership, it is known that, as Ashfoth (1997) states, this type of managers use their power and authority in an oppressive and even arbitrary manner in order to deliberately mistreat their subordinates. Even though these behaviors of the manager who adopts abusive management do not include any tendency and/or attack toward the physical integrity of the employees, they cause damage to the physical and psychological health of the employees over time due to the continuity of these behaviors (Lin et al., 2013; Martinko, Harvey, Brees, and Mackey, 2013). As Tepper (2000) emphasizes, it is respectively observed in managers who have adopted abusive management that a) the manager does not correct or change these behaviors even though s/he is aware of it, b) the employee who is exposed to abusive management maintains the relationship with the manager who exhibits this management style, c) this behavior will be permanent unless the manager who exhibits abusive management ends the relationship with the employee. As a matter of fact, the abusive management becomes more evident because of reasons such as employee's anxiety and fear of losing his job, not being able to object to the manager, feeling powerless against the manager, economic concerns, rush and anxiety due to failure to find a new job (Tepper, 2000).

2.4. Psychological Contract Perception

As defined by Aselage and Eisenberger (2003), the relationship between the employee and the organization is a type of relationship based on mutual exchange in which the employee responds with time, effort and individual elements such as belonging to the organization, in return for the material and moral elements provided to the employee by the organization. This way which is used to define the mutual exchange between the organization and the employees is called the psychological contract (Rosen, Chang, Johnson, & Levy, 2009: 204). The most general and common definitions of psychological contracts are the beliefs of the employees about the terms and conditions of the mutual exchange agreement with the other party (Rousseau, 1989: 123) and an implicit contract that reveals the expectations of the parties about what they will receive from each other and what they will give to each other in the relationship between the individual and the organization (Kotter, 1973: 92). Psychological contracts that go beyond official legal employment contracts include the beliefs of employees about what they consider a right to receive from their employer or what needs to be received personally. In fact, employees believe that the employer makes some kind of promise in a way that guarantees to keep them (Robinson, 1996). Psychological contracts which are considered a kind of employee perception (Rosen et al., 2009) include the ability of the employer to respond through certain resources in response to what the employee puts forward and presents for the organization (Schein, 1980). This relationship that is developed with the exchange of social and emotional resources emerges according to the level of fulfillment of the expectations from the employee towards the organization (Kiewitz, Restubog, Zagenczyk, & Hochwarter, 2009).

Divided into relational and operational (MacNeil, 1995), psychological contracts are formed in three different ways. The first of these is the explicit and/or implicit promises made by the party that has a relationship with the employee during the job interview. Mutual obligations are determined in the communication between colleagues and the manager after the job is started. In this way, the employee creates a contract that

is set individually as well as the official contract. Secondly, employees develop a prediction regarding the obligations they must fulfill by observing the operation and policies in the working environment. As the third and also the last element, it is possible to state that the employer or the organization enables the employees to form a psychological contract by transferring information about performance evaluation methods, rewarding processes and organizational culture (Rousseau, 1990). From these expressions, it is possible that this perception formed in the minds of the employees is an individual evaluation (Coyle-Shapiro, Pereira-Costa, Doden, & Chang, 2019) there can be a perception that the contract is not fulfilled by the employer (Robinson, 1996). This situation that is called the perception of psychological contract violation is defined by Morrison and Robinson (1997: 230) as the failure of the organization to fulfill one or more obligations in the individual's psychological contract in proportion to the individual's contributions to the organization. The assumption by Zuber and Hammon (2002: 43) that there will be emotional loss and even disappointment as a result of not fulfilling the promises given and the expectations of the employee and the trust will be harmed supports the statements of Rousseau (1989; 1990) with the emphasis on the interpersonal and at the organizational level (Thomas and Anderson, 1998).

2.5. Relationships Between Concepts

H1: Abusive management has a negative significant effect on job embeddedness.

There is no study on the concept of abusive management in airline transport companies.

H2: Psychological contract perception has a positive significant effect on job embeddedness.

Elden (2020) analyzes the effect of psychological contract violation on job performance in the employees of airport ground services. A survey was applied to 247 employees of airport ground services in various provinces. As a result of the analysis, a negative and significant relationship was found between psychological contract violation and job performance.

H3: Abusive management has a negative significant effect on perceived organizational support.

There is no study on the concept of abusive management in airline transport companies.

H4: Psyhocological contract perception has a positive significant effect on the perceived organizational support.

There is no study on the concept of abusive management in airline transport companies.

H5: Perceived organizational support has a positive significant effect on the job embeddedness.

Özsavaner (2019) analyzes the effects of organizational justice and perceived organizational support on the subjective well-being of aviation ground services. As a result of the survey conducted on 182 employees at Istanbul Airport of a ground service company with a Class A work license, it was concluded that organizational justice and perceived organizational support had a positive effect on subjective well-being.

In the study on the mediation function of work-life balance in the link between perceived organizational support and organizational commitment, Özgül et al. (2020) evaluate cabin attendants. In the study, 258 cabin attendants participated in a survey. The analysis led to the conclusion that organizational support and organizational commitment dimensions play a partly mediating role.

Aydemir (2021) explores the connection between organizational culture, intrapreneurship behavior, and perceived organizational support in the Turkish aviation sector. This study, which involved 235 employees and a survey, found that organizational culture and perceived organizational support had a substantial impact on a group of airline employees' inclinations to engage in intrapreneurship.

H6: Perceived organizational support has a mediation role in the effect of abusive management on job embeddedness.

There is no study on the concept of abusive management in airline transport companies.

H7: Perceived organizational support has a mediation role in the effect of the psychological contract on job embeddedness.

Elden (2020) analyzes the effect of psychological contract violation on job performance in the employees of airport ground service. A survey was applied to 247 airport ground services employees in various provinces. As a result of the analysis, a negative and significant relationship was found between psychological contract violation and job performance.

3. Methodology

3.1 Research Model

The data of the research were collected from the full-time employees as ground services personnel in the organizations operating within the scope of air transport in Istanbul through surveys. The obtained data were analyzed using SPSS and SEM-AMOS package programs.

3.2. Universe-Sample (Research Group)

The research group is the ground services personnel in aviation organizations.

3.3. Data Collection Tools

During the research process, an online survey form was prepared for the participants. First of all, the consent form was presented to the participants in the form by stating the permission obtained from the ethics committee (The Decision of Social Sciences Ethical Committee dated 27.08.2021 and numbered 2021/9 of Rectorate of Istanbul Aydın University Ethical Committee of Social and Human Sciences) required for the research. The purpose of the research was explained, and it was stated that participation in the research was completely voluntary. Employees of airline companies operating in Istanbul were included in the study. In this state, the universe of the study consists of approximately 45000 people. There are five sections to the survey form. An **information form** for sociodemographic details can be found in the first section (age, gender, marital status, education level, seniority in the institution). The second, third, fourth, and fifth sections, consecutively, provide the scales that were utilized to test the study model.

Job embeddedness scale, Job embeddedness scale which was developed by Crossley et al. (2007) and adapted into Turkish by Kesen and Akyüz (2016), consisting of seven statements and one dimension was used. In the scale, there are statements such as I am too devoted to my job to leave my

institution., I cannot leave this institution easily when I think of what my institution has provided me. The Cronbach's alpha value of the original scale was 0.88, the Cronbach's alpha value of the Turkish version was 0.91, and the Cronbach's alpha value in the study was 0.96.

Perceived organizational support scale, An eight-statement short form of the perceived organizational support scale developed by Eisenberger, Huntington, Hutchison, and Sowa (1986) with 36 statements, abbreviated by Eisenberger et al. (1997) and adapted into Turkish by Dirican (2020) was used. In the scale, there are statements such as My institution really cares about my well-being and welfare., My institution is proud of my achievements at work.. The Cronbach's alpha value of the original scale was 0.93, the Cronbach's alpha value of the Turkish version was 0.92, and the Cronbach's alpha value in the study was 0.93.

Abusive management scale, A five-statement version of the abusive management scale, which was first developed by Tepper (2000) with 15 statements, shortened by Mitchell and Ambrose (2007) and adapted into Turkish by Ülbeği, Mimaroğlu-Özgen and Özgen (2014) was used in the study. In the scale, there are statements such as My manager says my thoughts or feelings are ridiculous., My manager says I am incompetent.. The Cronbach's alpha value of the original scale was 0.89, the Cronbach's alpha value of the Turkish version was 0.97, and the Cronbach's alpha value in the study was 0.91.

Psychological contract perception scale, The five-statement psychological contract perception measure, created by Robinson and Morrison in 2000 and translated into Turkish by Çetinkaya and Özkara in 2015, was utilized. Statements like Almost all the promises made to me during the recruitment process have been met and Promises made to me so far have been properly fulfilled can be found in the scale. The Turkish version's Cronbach's alpha value was 0.94, the original scale's Cronbach's alpha value was 0.92, and the study's Cronbach's alpha value was 0.98.

3.4. Data Analysis

While exploratory factor analysis (CFA) and confirmatory factor analysis (CFA) were performed to test the validity of the scales used in the research, Cronbach's alpha coefficient values were checked to test their reliability. Path analyses were performed on SEM-AMOS to test the hypotheses in the research. The bootstrap method was preferred in testing the mediation role.

4. Result and Discussion

4.1. Findings of the Sample

The sample of the study consists of 294 participants. According to the findings including the socio-demographic characteristics of the participants, 62.2% of the 294 participants were female (n=183) and 37.8% were male (n=111). The smallest age value of the participants is 20, the highest age value is 49, the mean age is 32.83, and the standard deviation is 6.567. Considering their marital status, it is observed that 51% of them are single (n=150) and 49% of them are married (n=144). Their education levels are predominantly associate degree (41.2%) and undergraduate (37.4%). For their seniority in the institution, 7.5% is less than 1 year, 31.6% is 1-5 years, 30.6% is 6-10 years, 19% is 11-15 years, 9.5% is 16-20 years and 1.7% is 21 years or more.

4.2. Findings of Exploratory and Confirmatory Analysis

As Yılmaz and Bilge (2018) state, the measurement model which is a structural model that indicates the relationship between the observed variable(s) and the latent variable(s), includes four variables within the scope of the research. Before testing the hypotheses in the research, the compatibility of the measurement model with the data was checked (Anderson & Gerbing, 1988). For this purpose, CFA was performed with the maximum likelihood method (Jöreskog and Sörbom, 2006). As a result of CFA, it is understood that the fit index values of the measurement model (Cmin/df= 2.038; CFI= 0.972; NFI= 0.947; AGFI= 0.884; RMR= 0.023; RMSEA= 0.060; SRMR= 0.0425) are in the acceptable range (Hu and Bentler, 1998). Besides, as indicated in Table 1, the CFA values of the variables indicate that each factor is loaded separately. It is understood that the standardized factor loads in the expressions of the variables are loaded above 0.60 and the values are between 0.729 and 0.964.

Convergent validity, average variance extracted (AVE) and composite reliability (CR) values of the scales included in the study were examined (Fornell & Larcker, 1981). According to the AVE and CR values in Table 1, it is above the critical threshold values (AVE> 0.50; CR> 0.70) (Bagozzi ve Yi, 1988; Fornell ve Larcker, 1981). Additionally, the fact that each of the statements of the scales had a factor load of more than 0.60 indicates that the scales represent good convergent validity. When the discriminant validity is examined (Table 2), it is seen that the square root of the AVE value for each scale is higher than the correlation value between the variables (Aytaç et al., 2018; Hair et al., 2009). According to this finding, it is understood that the discriminant validity of the scales was ensured (Fornell and Larcker, 1981).

Table 1. Confirmatory Factor Analysis

Statements of the scales	Factor Load	AVE	CR
Job embeddedness		**0.69**	**0.96**
1. I belong to this organization.	0.863		
2. It is hard for me to leave this organization.	0.913		
3. I am too devoted to this organization to leave.	0.907		
4. I feel connected to this organization.	0.869		
5. When I think about what my institution has provided me, I cannot easily leave this institution.	0.922		
6. It is easy for me to leave this organization. (T)	0.914		
7. I am strongly attached to this institution.	0.906		
Cmin/df= 2.357; CFI= 0.993; NFI= 0.988; AGFI= 0.936; RMR= 0.008; RMSEA= 0.068; SRMR= 0.0111			
	Factor Load	**AVE**	**CR**
Perceived organizational support		**0.66**	**0.96**
1. My institution sees my contributions to the institution and cares for me.	0.791		
2. My institution does not see the extra effort I put into the institution. (T)	0.814		
3. My institution does not consider the complaints from me. (T)	0.799		
4. My institution truly cares about my well-being and welfare.	0.833		
5. My organization does not always realize that I am doing my best at work. (T)	0.826		
6. My organization cares about my overall satisfaction at work.	0.823		
7. My institution does not care about me at all. (T)	0.816		
8. My institution is proud of my achievements at work.	0.729		
Cmin/df= 1.343; CFI= 0.998; NFI= 0.991; AGFI= 0.963; RMR= 0.007; RMSEA= 0.034; SRMR= 0.0097			
	Factor Load	**AVE**	**CR**
Abusive Management		**0.68**	**0.91**
1. My manager makes fun of me.	0.946		
2. My manager says my thoughts or feelings are ridiculous.	0.831		
3. My supervisor humiliates me in front of others.	0.766		
4. My manager makes negative comments about me to others.	0.825		
5. My manager says I am incompetent.	0.740		
Cmin/df= 1.830; CFI= 0.996; NFI= 0.996; AGFI= 0.962; RMR= 0.006; RMSEA= 0.053; SRMR= 0.0167			
	Factor Load	**AVE**	**CR**
Psychological contract perception		**0.81**	**0.95**
1. Almost all the promises made to me during the recruitment process were fulfilled.	0.956		
2. Since I was hired, I think that the promises made to me have been fulfilled.	0.964		
3. The promises made to me so far have been perfectly fulfilled.	0.857		
4. Considering my contributions to the place where I work, all the promises made to me have been fulfilled.	0.884		
5. Most of the promises made to me have been kept, as I have fulfilled my duties in my contract.	0.860		
Cmin/df= 1.408; CFI= 0.999; NFI= 0.997; AGFI= 0.971; RMR= 0.003; RMSEA= 0.037; SRMR= 0.0028			
Measurement model (Cmin/df= 2.038; CFI= 0.972; NFI= 0.947; AGFI= 0.884; RMR= 0.023; RMSEA= 0.060; SRMR= 0.0425)			

4.3. Findings of Descriptive Statistics and Correlation Analysis

The mean (X (Av.)), standard deviation (S.) and correlation coefficients for the variables in the research model are given in Table 2.

Table 2. Correlation Analysis

	X (Av.)	S.	1	2	3	4
1. Job embeddedness	3.76	0.722	(0.83)			
2. Perceived organizational support	3.63	0.779	0.825**	(0.81)		
3. Abusive management	1.81	0.481	-0.146*	-0.134*	(0.82)	
4. Psychological contract perception	3.22	1.018	0.680**	0.717**	-0.074	(0.90)

Note: N= 294; X (Mean)= Mean; S.= Standard Deviation; The values in parentheses are the square root of the AVE values of the variables. **p<0.01; *p<0.05

For the values in the table, it is observed that the level of job embeddedness of the participants is higher than the other three variables (Mean= 3.76), the evaluations of abusive management in their organizations are relatively low (Mean= 1.81), and abusive management is in a negatively related to the perceived organizational support and job embeddedness (r=-0.134, p<0.05; r=-0.146, p<0.05, respectively). The psychological contract perception was positively related to the perceived organizational support and job embeddedness (r=0.717, p<0.01; r=0.680, p<0.01, respectively). It was found that the perceived organizational support was positively related to job embeddedness (r=0.825, p<0.01).

4.4. Findings of Hypothesis Test and Mediation Effect

Path analysis was conducted to evaluate the bootstrap method in order to test whether perceived organizational support plays a mediating role in the relationship between abusive management and psychological contract perception and job embeddedness. In the data set showing the normal distribution, the tests related to the hypotheses of the research were made with the AMOS package program. Firstly, the measurement model which includes abusive management, psychological contract perception, perceived organizational support and job embeddedness was tested. When the goodness-of-fit values of the relevant model (Cmin/df=2.038; CFI=0.972; NFI=0.947; AGFI=0.884; RMR=0.023; RMSEA=0.060; SRMR=0.0425) are analyzed, it is understood that the model is confirmed. After the validated measurement model, the hypotheses were tested respectively. According to the results of the structural model, it was found that while abusive management which is one of the independent variables did not have a significant effect (ß=-0,064, S. H.=0,098, p=0,510) on job embeddedness which is a dependent variable, psychological contract perception which is another independent variable had a significant effect (ß=0,480, S. H.=0,035, p<0,01) on job embeddedness that is a dependent variable. According to these findings, while the H1 hypothesis is not supported; H2 hypothesis was supported. In another path diagram within the scope of the research, it was found that abusive management which is one of the independent variables affected the perceived organizational support which is the mediating variable (ß=-0.255, S. H.=0.104, p<0.01), and similarly, psychological contract perception which is another independent variable significantly affected the perceived organizational support, which is the mediating variable, (ß=0.535, S. H.=0.035, p<0.01). According to these findings, H3 and H4 hypotheses were supported. When the effect of perceived organizational support which is the mediating variable on the job embeddedness which is a dependent variable, (ß= 0.795, S. H.= 0.046, p<0.01) is analyzed, it is understood that the effect is significant. Based on the findings obtained, the H5 hypothesis was supported.

Through the inclusion of the perceived organizational support, which is the mediating variable into the model, it was found that the path drawn from abusive management which is one of the independent variables to job embeddedness which is the dependent variable was significant (ß=0.142, S. H.=0.056, p<0.01), and that perceived organizational support and abusive management explained 572.8 of the change in job embeddedness. It is observed that the goodness-of-fit values (Cmin/df=2.175; CFI=0.972; RMR=0.023; RMSEA=0.063; SRMR=0.0465) of the model are in the acceptable range. In the mediation analysis performed with the bootstrap technique, it was found that the indirect effect of abusive management on job embeddedness through the perceived organizational support (ß=-0.129, 95% CI [-0.269; 0.011]) was significant. According to this finding, it is shown that perceived organizational support has a mediating role in the relationship between abusive management and job embeddedness. In this case, hypothesis H6 was supported.

On the other hand, it is understood that the path drawn from psychological contract perception to job embeddedness remained significant (ß=0,537, S. H.=0,035, p<0,01) in the presence of the perceived organizational support which was included in the model with the psychological contract perception which is an independent variable in the study and that the psychological contract perception and job embeddedness explain 73.3% of the change. It is observed that the goodness-of-fit values of the model (Cmin/df=1.962; CFI=0.982; RMR=0.017; RMSEA=0.057; SRMR=0.0211) are in the acceptable range. In the mediation analysis conducted with the bootstrap technique, it was found that the indirect effect of psychological contract perception on job embeddedness through the perceived organizational support (ß=0.529, 95% CI [0.430; 0.626]) was significant. According to this finding, it is shown that perceived organizational support has a mediating role in the relationship between psychological contract perception and job embeddedness. In this case, hypothesis H7 was supported.

Table 3. Path Analysis

	Dependent Variables			
Predictor Variables	**Perceived Organizational Support**		**Job Embeddedness**	
	ß	SH	ß	SH
Abusive Management	-	-	-0.064	0.098
R^2	-	-	0.002	
Abusive Management	-0.255**	0.104	-	-
R^2	0,022		-	
Abusive Management	-	-	0.142***	0.56
Perceived Organizational Support	-	-	0.795***	0.46
R^2	-		0.728	
Indirect Effect			-0.129; %95 GA [-0.269; 0.011]	
Psychological Contract Perception	-	-	0.480	0.035
R^2	-	-	0.483	
Psychological Contract Perception	0.535**	0.035	-	-
R^2	0.527		-	
Psychological Contract Perception	-	-	0.537***	0.35
Perceived Organizational Support	-	-	0.795***	0.46
R^2	-		0.733	
Indirect Effect			0.529; %95 GA [0.430; 0.626]	

5. Discussion and Conclusion

There are various factors that can affect employees in a managerial sense in organizations. These factors can connect employees more to the work and the organization, and on the other hand, they can psychologically and effectively distance them from the organization and work. The information and promises that employees receive from the organization can be a big determinant of whether they will remain in the organization or not. The concepts of abusive management, job embeddedness, perceived organizational support and psychological contract perception in the study are concepts that have a direct impact on the working life of people.

The level of job embeddedness of the participants in the study stands out compared to other factors. According to this result, it can be stated that the participants have no plans to leave the institution they work in for any reason. On the other hand, the opinions of the participants about abusive management for the institution they work in are at a positive level. It can be stated that they have not encountered an abusive management approach in the institution where they work. It is observed that there is a negative relationship between abusive management approach and organizational support and job embeddedness. It can be concluded that if the abusive management approach is applied, the perceptions of organizational support and job embeddedness will decrease. From another perspective, a positive relationship is observed between the perception of psychological contracts and organizational support and job embeddedness. It is stated that if the promises made to employees before starting work are fulfilled, the perceptions of organizational support and job embeddedness will be high.

As a result of regression analysis, while abusive management does not have any effect on job embeddedness, it is observed that the psychological contract has a positive effect. Employees prioritize the fulfillment of the promises made to them before starting the job more than the concept of abusive management. Meeting the expectations built before starting a job stands out for the employees. Elden's study (2020), which produced unfavorable and substantial results, found a link between psychological contract violation and job performance. The outcome shown here backs up the current study.

As a result of regression analysis, it is stated that abusive management has a negative impact on organizational support. It is reasonable that organizational support is gradually decreasing in an organization where there is an abusive management approach. On the other hand, it is observed that the psychological contract has a positive effect. In case the promises made to the employees before entering the job are fulfilled, there will be a positive reflection on the perception of organizational support.

It is observed that if the perception of organizational support increases, it will have a positive effect on job embeddedness. Some organizational justice, organizational support, subjective well-being, and demographic parameters in the study by Özsavaner (2019) in an aviation service company reveal substantial disparities. According to Aydemir's study (2020), organizational cultures and perceived organizational support have a substantial impact on a group of airline sector employees' intrapreneurship behaviors (intentions). Additionally, it was discovered that the three research factors were statistically significant and connected with one another. Employees who feel organizational support are less likely to leave the institution for any reason. If the perception of organizational support persists in the presence of abusive management, this creates a significant situation on job embeddedness. Even if there is abusive management, if the perception of organizational support is established, the reflection on employees will be positive and the possibility of leaving the job will be reduced. Similarly, if the perception of psychological contract is supported by the perception of organizational support, it will be significant on job embeddedness. In such a case, the psychological contract will also support the formation of a positive perception through organizational support.

Ethical Approval

This study protocol received ethical approval from the Istanbul Aydın University's Social Sciences and Humanities (2021/09/06)

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

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