



## The Moderator Role of Perceived Organizational Support in the Relationship between Abusive Management and Work Alienation in Hotel Businesses

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### Abstract

The primary aim of this study is to discern the impact of abusive management on employees' perceived organizational support and work alienation. Data was collected through surveys administered to 350 employees working in 5-star hotels in Bodrum, Turkey. The survey included scales of abusive management, perceived organizational support, and work alienation. Statistical analyses, such as regression analysis, were conducted to examine the relationships between these variables. The study's results reveal that perceived organizational support has a moderating role in the impact of abusive management on job alienation. Specifically, higher levels of perceived organizational support were found to reduce the impact of abusive management on job alienation. These findings highlight the significance of perceived organizational support in shaping employees' experience of work alienation and mitigating the negative effects of abusive management. The study suggests that organizations, particularly 5-star hotels, should prioritize the implementation of supportive policies and practices to enhance employees' perception of organizational support and reduce work alienation. By doing so, organizations can create a healthier work environment and improve employees' well-being and job satisfaction.

**Keywords:** Abusive Management, Work Alienation, Organizational Support, 5-Star Hotels, Bodrum

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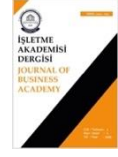


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### Otel İşletmelerinde Örgütsel Destek Algısının, İstismarcı Yönetim ve İşe Yabancılaşma İlişkisindeki Düzenleyici Rolü

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#### Özet

Bu çalışmanın amacı otel işletmelerinde örgütsel destek algısının, istismarcı yönetim ve işe yabancılaşma ilişkisindeki düzenleyici rolünün tespit edilmesidir. Bu kapsamda Bodrum ilinde 5 yıldızlı olarak faaliyet gösteren otel işletmelerinde çalışan 350 çalışandan anket yöntemi ile veri toplanmıştır. Anket, otel işletmelerindeki çalışanların algılanan örgütsel destek, istismarcı yönetim ve işe yabancılaşma düzeylerini tespit etmeye yönelik ölçekleri içermektedir. Bu değişkenler arasındaki ilişkilerin tespit edilmesi için bir istatistiksel paket programı aracılığıyla regresyon analizi gerçekleştirilmiştir. Gerçekleştirilen analiz doğrultusunda algılanan örgütsel destek ile istismarcı yönetimin işe yabancılaşma üzerinde düzenleyici bir rol oynadığı tespit edilmiştir. Daha belirgin bir düzeyde algılanan örgütsel desteğin, istismarcı yönetimin işe yabancılaşma üzerindeki etkisini azalttığı ortaya çıkarılmıştır. Bu çalışma özellikle 5 yıldızlı otellerde çalışanların örgütsel destek algısını arttırmak ve işe yabancılaşmayı azaltmak için istismarcı yönetimin ortadan kaldırılmasına yönelik destekleyici politika ve uygulamaların hayata geçirilmesinin önemini vurgulamaktadır. Bu şekilde kurumlar daha sağlıklı bir çalışma ortamı oluşturarak çalışanların refahını ve iş memnuniyetini artırabilirler.

**Anahtar Kelimeler:** İstismarcı Yönetim, İşe Yabancılaşma, Örgütsel Destek, 5 Yıldızlı Oteller, Bodrum.

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## 1. INTRODUCTION

Within the service sector of tourism, businesses have come to recognize the pivotal role of their employees in ensuring sustained existence and a competitive edge. A central priority for businesses in this sector is the comprehension and elucidation of employee behaviors. Perceived organizational support, conceptualized by Eisenberger et al. (1986), stands as a critical factor in delineating the interplay between organizations and their workforce. It pertains to employees' perceptions arising from the acknowledgment of their contributions to the organization and the extent to which their well-being is valued. Extant research perceived organizational support that organizations fostering a perceived organizational support tend to mitigate work alienation among their employees (Saks, 2006; Stamper and Johlke, 2003; Riggle et al., 2009; Perryer et al., 2010; Turunç and Çelik, 2010). However, it is commonly believed that the prevalence of organizations in Turkey with a perceived organizational support is rather limited. Consequently, it becomes imperative to investigate the repercussions of negative perceived organizational support on work alienation, a significant aspect warranting exploration.

Work alienation is indicative of employees' diminishing interest in their job roles (Hirschfeld and Feild, 2000). It characterizes an adverse state in the employee-work relationship, characterized by emotional detachment, indifference, and a dearth of commitment. Unfavorable work experiences can lead to a loss of motivation and disengagement from work. In contrast, organizational support encompasses the emotional, instrumental, and informational assistance perceived by employees from their employer. A perception of organizational support augments employee job satisfaction, commitment, and motivation. Conversely, employees who perceive a lack of such support may experience work alienation. Research examining the ramifications of work alienation on employees has unearthed various adverse outcomes, including reduced job and life satisfaction, diminished productivity, decreased motivation, heightened job stress, decreased loyalty to the organization, increased turnover and absenteeism, work disengagement, withdrawal, and a diminished perception of organizational well-being (Tutar, 2010). Previous studies investigating the factors and precursors influencing work alienation have identified various elements, such as working conditions, the work environment, and job characteristics (Pugh and Zhao, 2003; Özbek, 2011). These studies endeavor to unveil the underlying factors contributing to work alienation and thereby furnish valuable insights for organizations and policymakers to foster conducive work environments and address work alienation-related issues. Given that the factors delineated in these studies can also exert an influence on work alienation, the concept of abusive management is incorporated as an additional variable in this study. Working conditions and managerial conduct within the work environment can indeed contribute to work alienation. Thus, the concept of abusive management is introduced as an additional variable in our investigation.

Abusive management encompasses subjective evaluations of supervisors' hostile behaviors, both verbal and non-verbal, excluding physical violence (Tepper, 2000). Behaviors such as authoritarianism, constant criticism, unfairness, undue pressure, harassment, and insensitivity by managers can undermine employee motivation, elevate stress levels, and foster a negative work environment. Given the manifold adverse consequences linked with abusive managerial conduct, it becomes an imperative subject of investigation. Research has consistently underscored the detrimental impact of abusive management behavior on employees (Lagios et al., 2023; Duffy et al., 2002; Tepper, 2000). In this study, the effects of abusive management style are intertwined with the concepts of work alienation and perceived organizational support among employees.

It is perceived organizational support that these three variables mutually influence one another, both directly and indirectly. A notable gap in the existing literature, particularly in the context of the tourism sector, pertains to the dearth of research, especially studies that simultaneously investigate these three variables. This serves as a primary rationale for the conduct of this study. Therefore, the primary aim of this study is to discern the impact of abusive management on employees' perceived organizational support and work alienation, particularly within sectors involving the provision of emotional services, such as the tourism service sector, where a substantial workforce is employed.

## **2. LITERATURE REVIEW**

### ***2.1. Abusive Management***

Abusive management pertains to the subjective evaluation of supervisors' verbal and non-verbal hostile behaviors, excluding physical violence. Given the manifold adverse consequences linked to abusive management behavior, it has emerged as a phenomenon deserving in-depth investigation. Previous studies have consistently underscored the detrimental effects of abusive management behavior on employees (Lagios et al., 2023; Ceribeli et al., 2021; Aryee et al., 2016; Amarat et al., 2019; Duffy et al., 2002; Tepper, 2000).

Managers' abusive behavior often manifests through actions such as mocking, belittling, reminding employees of past mistakes, highlighting inadequacies, displaying hostile attitudes and utterances, and mistreatment. While such behaviors might act as triggers for certain employees, as evidenced by prior studies, they predominantly culminate in unhappiness and work alienation. Furthermore, a debate persists regarding whether managers prone to abusive leadership inherently exhibit hostility towards employees (Aryee et al., 2016; Gallegos et al., 2022; Lian et al., 2012; Liu et al., 2012) or if poor work performance instigates abusive management tendencies. The effects of such behaviors can also vary contingent on individual personalities (Hashimi et al., 2019; Liang et al., 2016).

The perception of managerial behavior as abusive can fluctuate among employees, with the same conduct yielding different consequences for different individuals. Each employee's interpretation of their manager's leadership behaviors hinges on their perceived organizational support and personal perspectives. Consequently, it becomes imperative to consider the viewpoints of each employee, irrespective of the organization or manager in question (Hoof et al., 2015; Schyns & Schilling, 2013). Additional studies on abusive managerial behavior have concentrated on the behavioral patterns exhibited by employees subjected to such treatment. For instance, research conducted by Chiaburu et al. (2019) disclosed that abusive managerial behaviors exert a negative influence on the concept of perceived organizational support.

### ***2.2. Perceived Organizational Support***

Perceived organizational support encompasses "perceptions of the organization's concern for and care about employees' well-being and the belief that the organization values employees' contributions and supports their interests." As articulated by To and Huang (2022), it represents the support perceived by employees, significantly shaping their attitudes towards their work and the organization. In essence, perceived organizational support denotes the "process by which individuals receive, interpret, and respond to information from their environment." It signifies the extent to which the organization prioritizes employees' well-being and contributes to their happiness. According to the same authors, "perceived organizational support reflects employees' beliefs and confidence regarding the quality of their interactions with the

organization" (Afsar & Badir, 2016).

Perceived organizational support has been a subject of investigation in relation to various outcomes. Numerous studies have established associations between perceived organizational support and employee organizational identification (Cheung & Law, 2008; Turunç & Çelik, 2010), job satisfaction (Searle et al., 2001), work performance (Chow et al., 2006), and organizational citizenship behavior (Searle et al., 2001; Gençtürk, 2005). Furthermore, significant relationships have been observed between perceived organizational support and work-family and family-work conflicts, with higher levels of perceived organizational support correlating with lower family-related conflicts (Koçak & Yücel, 2018; Turunç & Çelik, 2010). Similarly, Foley et al. (2005) reported a negative and significant relationship between perceived organizational support and work-life conflict.

Organizational support, as suggested by Karatepe et al. (2022), exerts a direct positive impact on an employee's overall well-being, encompassing both work and personal life. It is also posited to mitigate the adverse effects of work-related stressors (Karatepe, et al., 2022). The perception of organizational support provides employees with a sense of security and backing from the organization, contributing to their overall perception of organizational health (Özdevecioğlu, 2003). Furthermore, perceived organizational support is believed to have a positive impact on individual work performance and extra-role performance, fostering positive emotions toward the organization (Chow et al., 2006). Searle et al. (2001) reported significant associations between perceived organizational support and individuals' self-confidence, job satisfaction, and work performance. However, the level of perceived organizational support significantly influences employees' intentions to leave the organization. Bağdoğan (2018) found that heightened perceived organizational support correlates with improved psychological well-being and a reduced intention to quit. Conversely, Chiu et al. (2009) established a notable negative relationship between employees' perceived organizational support and their intention to quit. On a different note, Riggle et al. (2009) conducted a comprehensive analysis spanning two decades of literature on organizational support perception and concluded that perceived organizational support not only bolsters organizational commitment, job satisfaction, and work performance but also diminishes the likelihood of employees intending to quit. Investigating the relationship between perceived organizational support, leader-member exchange, and organizational identification, Sluss et al. (2008) revealed that perceived organizational support serves as a crucial mediator, amplifying the impact of leader-member exchange.

In light of the existing literature, it is evident that various individual attitudes, behaviors, and organizational outcomes are intertwined with employees' perceived organizational support, yielding both positive and negative consequences. In this context, the variable of perceived organizational support is considered a precursor to numerous organizational attitudes and behaviors in the realms of management and organizational behavior literature. Building upon these theoretical foundations and prior research findings, we formulate the following hypotheses:

H<sub>1</sub>: Abusive management significantly and positively affects work alienation.

H<sub>2</sub>: Perceived organizational support significantly and negatively affects work alienation.

### **2.3. Work Alienation**

In the extensive literature addressing the concept of "alienation," various definitions abound. Alienation is generally regarded as a condition or experience that results in individuals feeling incomplete or experiencing divisions within their consciousness (Peng et al., 2022). Valikhani

and Soltani (2022) define work alienation as a lack of interest in or detachment from one's work. It is frequently conceptualized as a psychological process wherein personality fragmentation and identity loss occur (Guo et al., 2016). Alternatively, alienation can be seen as a shift from being the subject of one's life to becoming an object of life (Şimşek et al., 2006). Symptoms of alienation encompass feelings of disconnection, detachment, indifference, an inability to integrate, withdrawal, relationship breakdown, and isolation (Ünsar & Karahan, 2011; Pati & Kumar, 2015). Ali et al. (2022) delineate work alienation through five core dimensions: powerlessness, meaninglessness, social isolation, normlessness, and self-estrangement. Another perspective suggests that it denotes a decline in adaptation to one's natural, social, and cultural milieu, particularly a decrease in perceived control over the environment, which eventually leads to feelings of helplessness and solitude. As per the definitions found in the literature, the concept of work alienation signifies a sense of detachment or estrangement from one's work, surroundings, or even one's self. This phenomenon can result in various adverse outcomes within organizations, ultimately diminishing productivity. Both domestic and international studies have indicated numerous antecedents and consequences of work alienation.

Work alienation has deleterious effects on organizational productivity and, consequently, social costs within the organization. It also exerts an adverse influence on individual attitudes and behaviors, leading to negative work-related outcomes (Hirschfeld et al., 2000). Alienated employees often exhibit reduced concern for the quality of products or services produced by the organization and tend to focus more on the negative aspects of their assigned tasks, potentially fostering a conflict-ridden environment within the organization (Conway et al., 2022; Çevik, 2009). The outcomes associated with work alienation among employees encompass diminished work and life satisfaction, reduced productivity and motivation, increased work-related stress, weakened loyalty to both work and the organization, heightened turnover and absenteeism rates, disengagement from work, and a diminished perception of organizational support (Tutar, 2010). Factors such as working conditions, the work environment, and job characteristics have been identified as contributors and precursors to the manifestation of work alienation within the workplace (Pugh & Zhao, 2003; Özbek, 2011). Work environments that foster alienation are characterized by limited social interaction, which inhibits individuals from expressing their true selves, a lack of autonomy in choosing work methods, and constraints on daily activities.

Fettahlolu (2006) conducted a study involving employees from private firms and public institutions in Kahramanmaraş, focusing on the management of organizational alienation. The findings revealed that organizational and environmental factors significantly influenced employees' feelings of alienation. Çevik (2009) investigated the impact of managerial behaviors on employee alienation in firms, and the results indicated that negative managerial behaviors indeed influenced employee alienation. Özbek (2011) uncovered a negative relationship between organizational trust and work alienation in their study. Tutan and Kökalan (2023) found a substantial negative association between work alienation and work engagement, concluding that the impact of work alienation on work engagement is moderated by perceived organizational support. Moreover, foreign studies in the relevant field have demonstrated that various organizational factors, work characteristics, and management-leadership styles can influence work alienation. Sarros et al. (2002) found that transformational leadership diminishes work alienation, while transactional leadership exacerbates it. Additionally, Banai and Reisel (2007) reported that a supportive management style decreases work alienation. Building upon these theoretical underpinnings and prior research findings, the following hypothesis has been formulated:

H<sub>3</sub>: The moderating effect of organizational support perception exists in the relationship between abusive management and alienation from work.

### 3. METHOD

The convenience sampling approach, was adopted as a quantitative research method. In this regard, a survey technique was employed on staff working at Bodrum's 5-star hotels to determine the impact of abusive management on job alienation and organizational support. The research population comprises 350 employees who work in five-star hotels in Bodrum, a famous coastal destination in the southern region of Turkey. The star rating system of the Ministry of Culture and Tourism was taken as a basis; however, criteria such as bed capacity, number of staff, hotel size, and variety of services provided were considered in line with the Ministry's five-star rating characteristics, without using a specific criterion. The list of five-star hotels with tourism business certificates registered with TÜROB (Touristic Hotels and Investors Association) was obtained from their official website (<http://www.turob.com/tr> Access Date: 31/03/2019), and it was observed that 31 hotels met the criteria set.

The data was gathered via questionnaire technique. The questionnaires were applied 386 employees in five-star hotels located in Bodrum from April 20 to June 22, 2023. Among these questionnaires, 36 had to be excluded due to incomplete data. This resulted in a total of 350 questionnaires that were considered for analysis. The questionnaire consists of four sections. The initial section involved the adaptation of the "Perceived Organizational Support" scale, formulated by Eisenberger et al. (1986), and later refined by Stassen and Ursel (2009). The scale encompassed 36 items. The second part consists of the "Work alienation" scale developed by Hirschfeld and Field (2000), consisting of 10 items. The third part consists of the "Abusive management" scale developed by Tepper in 2000, consisting of 15 items. The scales were measured by a 5-point Likert scale, with ratings ranging from (1) "Strongly Do Not Agree" to (5) "Strongly Agree". Additionally, fifteen questions were included for demographic characteristics.

The convenience sampling approach, one of the non-random sampling strategies for sample selection, is employed as a quantitative research method in this study. In this context, a survey technique was used on employees at Bodrum's 5-star hotels to investigate the influence of abusive management on job alienation and organizational support. The research population comprises of 350 employees in 5-star hotels in Bodrum. The reliability criteria is provided by Cronbach's alpha coefficient, and validity was examined through exploratory factor analysis (EFA). The alpha values were determined as 0.90 for the organizational support, 0.86 for the job alienation, and 0.91 for the abusive management. The data were analyzed using one of the statistical software package. The normal distribution of the data was tested through the examination of central tendency and dispersion criteria, One-Sample Kolmogorov-Smirnov test, and histograms, confirming their adherence to normal distribution. Hence, parametric significance tests were employed in the study.

The research method regarding the effects of abusive management on work alienation and perceived organizational support is presented in Figure 1.

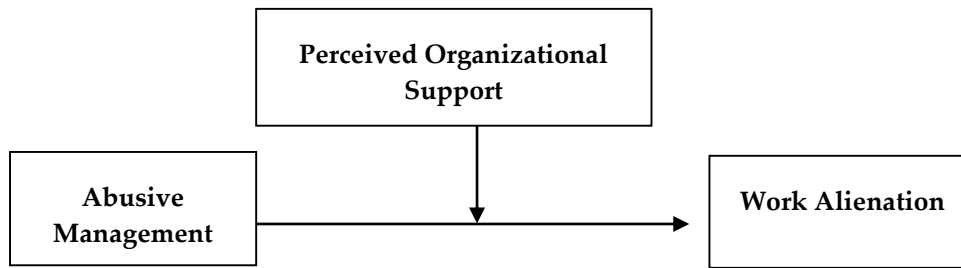


Figure 1. Conceptual Research Model

This study aims to explore the variables of abusive management, work alienation, and organizational support perception within the context of five-star hotel establishments. The primary goal of this research is to investigate whether the perception of organizational support plays a moderating role in the relationship between abusive management and work alienation. The conceptual model illustrating the study's objectives is depicted in Figure 1. The underlying assumption of this model is that abusive management within hotel establishments will exert an adverse influence on work alienation. Furthermore, when organizational support perception is introduced as a moderating factor in the model, it is anticipated that the negative impact identified in the previous scenario will be mitigated.

#### 4. RESULTS

According to the results of the frequency test conducted to determine the demographic information of the participants in the study, it was found that approximately 52% of the participants were male, and 48% were female. Regarding their ages, it was observed that more than half of the participants were in the 27-44 age range. The majority of the participants were married, and a significant majority had received a university education. On the other hand, when looking at the departments in which the participants worked in the hotel establishments, it was determined that approximately 24% worked in the food and beverage department, 20% in the housekeeping department, and 18% in the front office department, among others. Regarding the duration of their current employment in the hotel establishments, it was found that the majority had been working in the same hotel for 1-3 years.

##### *4.1. Exploratory Factor Analysis for Variables*

An exploratory factor analysis was conducted to uncover the dimensional structures, determine the reliability and validity of the variables: Organizational Support Perception, Abusive Management, and Work Alienation. Firstly, a reliability analysis was performed for the variables, and it was found that the Cronbach's Alpha coefficient was ",860". According to Nunnaly and Bernstein (1994), this value is above the required threshold of 0.70 for the scale to be considered reliable and valid.



**Table 1.** Exploratory Factor Analysis for Variables

<b>Abusive Management <math>\bar{x}</math>: 2,62</b>	<b>Factor Loadings</b>	<b>Variance %</b>	<b>C. Alfa</b>
My manager scolds me	,943	81,78	0,878
My manager doesn't keep his/her word	,940		
My manager throws my past mistakes in my face	,931		
My manager doesn't appreciate my efforts at work	,917		
My manager makes fun of me	,916		
My manager belittles me in front of others	,913		
My manager finds my emotions and thoughts foolish	,911		
My manager violates my personal life	,908		
My manager is rude to me	,891		
My manager accuses me of embarrassing him/herself	,883		
My manager makes negative comments about me to others	,870		
My manager takes his/her revenge on someone else out on me	,821		
<b>Extraction Method:</b> Principal Component Analysis, <b>KMO (Kaiser-Meyer-Olkin) Measure of Sampling Adequacy:</b> 0.737. <b>Barlett's Test of Sphericity:</b> $\chi^2$ (chi-square) = 9766.325, <b>p-value:</b> 0.000.			
<b>Perceived Organizational Support <math>\bar{x}</math> (mean): 2,77</b>	<b>Factor Loading</b>	<b>Variance %</b>	<b>C. Alfa</b>
My colleagues evaluate my contribution to workplace well-being	,954	80,12	0,871
My workplace tries to make my work more interesting	,950		
People at my workplace genuinely care about my well-being	,941		
My workplace takes pride in my accomplishments ,928	,928		
People at my workplace highly consider my goals and values	,889		
If my workplace finds someone with a lower salary to replace me, they will hire them	,870		
People at my workplace are willing to help me perform my profession to the best of my abilities	,862		
If I decide to leave, my workplace tries to convince me to stay	,853		
People at work think that my staying here would contribute very little to the organization in terms of my career	,851		
At my workplace, if someone else does my work better, they would lay me off instead of evaluating me	,842		
<b>Extraction Method:</b> Principal Component Analysis, <b>KMO (Kaiser-Meyer-Olkin) Measure of Sampling Adequacy:</b> 0.798. <b>Barlett's Test of Sphericity:</b> $\chi^2$ (chi-square) = 9276.325, <b>p-value:</b> 0.000			
<b>Work Alienation <math>\bar{x}</math>: 2,87</b>	<b>Factor Loading</b>	<b>Variance %</b>	<b>C. Alfa</b>
Those who work to survive are being manipulated by employers	,895	87,43	0,913
I wonder why I constantly work	,718		
Most of the work life is wasted on meaningless activities	,946		
No matter how hard I work, I will never achieve my goals	,878		
I struggle to dream eagerly about my work	,859		
It doesn't matter if people work hard or not. It's only important to get promoted and make money	,884		
Ordinary works are too boring to be worth doing	,917		

I don't need to give more than my best at work. Because it doesn't matter.	,832		
I don't enjoy working. I just pass the days for the paycheck	,891		
I don't understand people who find their work valuable	,923		
<b>Inference Method:</b> Principal Component Analysis, <b>KMO Measure of Sampling Adequacy:</b> 0.703. <b>Bartlett's Test of Sphericity x2:</b> 12769.02, <b>p:</b> 0.000			

First, factor analysis was conducted on the exploitative management scale, and in Kaiser normalization, factors with eigenvalues greater than 1 were considered, determining that the scale consists of a single factor. In the original scale, the total variance percentage of the scale was found to be 81.78. Since this ratio is higher than 50%, it indicates the validity of the analysis (Scherer et al., 1988). In exploratory factor analysis, the communalities values and the values of items in the scale should not be lower than 0.4 (Field, 2000). In this factor analysis, two items had factor loadings lower than 0.4, and one item had a cross-loading, so they were removed, and factor analysis was performed again. It can be seen that the resulting single factor has a Cronbach's Alpha value of 0.88. Nunnally (1978) states that a Cronbach's coefficient of 0.70 and above indicates good internal reliability. On the other hand, factor analysis was also conducted on the organizational support perception and work alienation scales, and it was found that both scales, like in the original scales, consist of a single factor, and the variance percentages of the scales are 80.12 and 87.43, respectively. The Cronbach's Alpha values are 0.87 and 0.91, respectively. When looking at the means for the variables, it can be observed that work alienation ( $\bar{x}=2.87$ ) has the highest mean, followed by organizational support perception ( $\bar{x}=2.77$ ) and exploitative management ( $\bar{x}=2.62$ ) variables. Evaluating the means, it can be considered that they perceive the presence of these variables to be not very high in the hotel establishments where they work.

**4.2. Hierarchical Regression Analysis on the Moderating Effect of Organizational Support Perception on the Relationship between Exploitative Management and Work Alienation**

If the strength of the relationship between two variables is dependent on a third variable, it can be said that there is a moderating effect (Preacher, Rucker, & Hayes, 2007). The moderating variable has the ability to influence the magnitude and direction of the independent variable's effect on the dependent variable. Baron and Kenny's analysis method was used to analyze the moderating effect. To analyze the moderating effect, a new variable (interaction variable) needs to be created by multiplying the moderating variable with the independent variable. If the interaction variable is significant, it indicates the presence of a moderating effect (Baron & Kenny, 1986). In this study, an attempt was made to determine whether organizational support perception has a moderating effect on the relationship between exploitative management and work alienation through hierarchical regression analysis.

**Table 2. Correlation Analysis between Variables**

Variables	1	2
Abusive Management	-	
Organizational Support Perception	-,584**	-
Work Alienation	,692**	-,553**

\*\* Correlation is significant at the 0.01 level (2-tailed).

For the moderating effect to occur, the relationship between the variables needs to be determined. Therefore, a correlation analysis was conducted including the dependent,

independent, and moderating variables. As can be seen from Table 2, there are significant effects among the variables. These results strengthen the assumption that there may be important effects among the variables under investigation.

**Table 3.** Models for Regression Analysis between Variables

Model	Dependent Variable: Work Alienation	Standard ized Coefficients	t	Sig.	Collinearity Statistics	
		Beta			Tolerance	VIF
1	(Constant)		5,236	,000		
	Abusive Management	,692	20,586	,000		
R=,692; R <sup>2</sup> =,480; F=423,784; p= 0.000						
2	(Constant)		73,440	,000		
	Organizational Support Perception	-,225	-5,618	,000	,659	1,516
	Abusive Management	,561	13,985	,000	,659	1,516
R=,716; R <sup>2</sup> =,513; F=241,752; p= 0.000						
3	(Constant)		54,975	,000		
	Organizational Support Perception	-,251	-6,287	,000	,645	1,551
	Abusive Management	,472	10,555	,000	,512	1,953
	Interaction (AM x OSP)	-,155	-4,215	,000	,753	1,327
R=,729; R <sup>2</sup> =,531; F=172,792; p= 0.000						

Table 3 includes a regression analysis testing the moderating effect of organizational support perception on the relationship between exploitative management and work alienation. Before testing moderation in the study, multicollinearity was examined to determine the presence of multicollinearity among the independent variables in the developed research model. The obtained tolerance and VIF values provided results indicating no multicollinearity among the independent variables (tolerance>0.20, VIF<5) (Craney & Surlles, 2002; Hair et al., 2006). Model 1 suggests a perceived organizational supportive and significant effect of exploitative management on work alienation ( $\beta=0.692$ ;  $p=0.000$ ). It is observed that exploitative management explains 48% of the variance in work alienation. Thus, H1 hypothesis is supported. In Model 2, when examining the effects of organizational support perception and exploitative management on work alienation, it is seen that when controlling for organizational support perception, the direct effect of exploitative management on work alienation is perceived organizational supportive ( $\beta=0.561$ ;  $p=0.000$ ).

On the other hand, when controlling for exploitative management, organizational support perception has a negative direct effect on work alienation ( $\beta=-0.225$ ;  $p=0.000$ ), and together exploitative management and organizational support perception explain 51% of the variance in work alienation. Thus, H2 hypothesis is supported. In Model 3, by including the interaction variable (exploitative management \* organizational support perception) in the analysis, it is observed that Model 3 significantly improves the model and the change in R2 (0.018) is significant ( $\beta=-0.155$ ;  $p=0.000$ ). This result indicates that organizational support perception has a moderating effect on the relationship between exploitative management and work alienation. Therefore, H3 hypothesis is supported.

**Table 4.** The Effect of Exploitative Management on Work Alienation at Low, Medium, and High Levels of Organizational Support Perception

Organizational Support Perception	Effect	t	p	LLCI	ULCI
Low (-,8147)	,7538	14,7844	,0000	,6536	,8540
Medium (,1358)	,5357	9,3052	,0000	,4226	,6488
High (1,1919)	,2934	2,8786	,0042	,0931	,4937

To better interpret the conducted regression analysis and observe the changes more concretely, analysis was performed using the 4.1 Process Macro statistical program developed by Hayes (2017). When examining Table 4, it can be observed that low, medium, and high levels of organizational support perception were separately calculated. In the case of the lowest organizational support perception, the strength of the effect of exploitative management on work alienation (t: 14.7844) increases. On the other hand, in the case of the highest organizational support perception, the strength of the effect of exploitative management on work alienation (t: 2.8786) decreases. Based on these results, it can be concluded that organizational support perception mitigates the negative effects of exploitative management on work alienation.

## 5. CONCLUSION AND DISCUSSION

This study aims to explore the moderating role of organizational support perception in the connection between abusive management and work alienation. The findings emphasize the significance of organizational support perception in shaping the influence of abusive management on work alienation. The study focuses on the context of 5-star hotel businesses, which are typically sizable and well-established entities where employees often harbor expectations of job stability and secure employment. In such an environment, employees may develop a strong commitment both to their work and to the perception of organizational support. When employees perceive robust organizational support, they tend to find satisfaction in the security and backing provided, mitigating the adverse effects of abusive management practices.

Firstly, the research reveals that when considering the averages of work alienation, organizational support perception, and abusive management variables, work alienation exhibits the highest average, followed by organizational support perception and abusive management variables. This pattern aligns with the demanding nature of 5-star hotels, characterized by large, complex, and high-pressure working environments. Employees may experience heavy workloads and constant pressure, which can contribute to feelings of work alienation. Additionally, the hotel industry often contends with employment fluctuations due to seasonality and variable customer demands, potentially leading to lower employee commitment and a diminished sense of belonging to the organization. In large hotel businesses, hierarchical management structures and close monitoring of employees by authorities can foster abusive management practices and exacerbate work alienation. These findings are consistent with previous research (Aryee et al., 2016; Afsar & Badir, 2016; Bağdoğan, 2018).

Regression analysis results in Model 1 reveal a significant and positive effect of abusive management on work alienation, with abusive management accounting for 48% of the variance in work alienation. In Model 2, when considering the impact of organizational support perception on abusive management, the direct effect of abusive management on work alienation remains positive. In Model 3, it becomes evident that organizational support

perception plays a moderating role in the relationship between abusive management and work alienation. These findings are consistent with prior studies (Özdevecioğlu, 2003; Fettahlioğlu, 2006). In the context of 5-star hotels, these results can be attributed to the intense and stressful working environments, a strong emphasis on customer satisfaction, adherence to standards, and heightened competition. These factors can create pressures on employees, leading managers to resort to abusive management practices to monitor and control employees. Communication challenges in large hotel businesses can further hinder effective communication among employees, negatively affecting their organizational support perception and sense of commitment. When these factors converge, abusive management practices may increase work alienation, particularly pronounced in 5-star hotels.

To gain a deeper understanding of the moderating effect on work alienation, organizational support perception was examined at low, moderate, and high levels. The results indicate that in situations characterized by low organizational support perception, the influence of abusive management on work alienation intensifies. Conversely, when organizational support perception is high, the impact of abusive management on work alienation diminishes. These findings underscore how organizational support perception mitigates the negative consequences of abusive management on work alienation. In the high-pressure and performance-oriented environments typical of 5-star hotels, managers may exert pressure to enhance employee performance. In situations characterized by low organizational support perception, managers may not prioritize addressing work alienation, potentially leading to an increase in abusive management practices and a heightened sense of work alienation among employees. However, when organizational support perception is high, managers are more likely to implement supportive policies and practices, enhancing employee satisfaction and commitment. This, in turn, reduces the impact of abusive management on work alienation, allowing employees to develop a stronger sense of commitment.

This study underscores the importance of fostering organizational support perception in hotel establishments. When considering the impact of abusive management on work alienation in conjunction with organizational support perception, it becomes evident that these effects diminish. Consequently, businesses in the hotel industry should prioritize policies and practices aimed at enhancing organizational support, ultimately reducing the risk of work alienation and increasing employee commitment and motivation. This research highlights the moderating role of organizational support perception in the relationship between abusive management and work alienation. Organizations should implement strategies to bolster employees' organizational support perception, as this can positively impact organizational performance through enhanced employee commitment. Future research can expand our understanding by examining these relationships in different industries and cultural contexts.

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