The Effect of Workplace Cold Violence on Employees' Tendency to Leave Their Jobs in High-tech Manufacturing Companies Rattling: The Mediating Role of Perceptions of Organizational Support

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Abstract: The rapid development of digital technology has increased the skill requirements for people in the workplace, and the competitive pressure in the workplace has intensified, and workplace cold violence has begun to spread in employee relations. This problem is particularly prominent in high-tech manufacturing enterprises, and it is crucial for high-tech manufacturing enterprises to retain their employees in order to improve their performance and expand their markets. Employees, as the most active and innovative solid force in high-tech manufacturing enterprises, play a crucial role in the future development of the enterprise. This paper takes employees in high-tech manufacturing enterprises as the research object, based on 136 questionnaire survey data, to explore the influence of workplace cold violence on employees' tendency to leave, and selects the sense of organizational support as the mediating variable. The results show that in high-tech manufacturing enterprises, workplace cold violence has a significant positive effect on employees' tendency to leave, and workplace cold violence increases employees' tendency to leave by weakening the sense of organizational support. The findings of the study provide theoretical basis and practical support for reducing workplace cold violence and decreasing employees' tendency to leave.

1. Introduction

Employees are an important resource for enterprise development and a source of vitality for enterprises, they provide labour and technical strength[1], and also affect the future direction of the enterprise. How to stimulate the potential of employees and enhance the organization's attention and concern for employees [2] to reduce the tendency of employees to leave the company is an issue that cannot be ignored by enterprises to achieve sustainable development. And workplace cold violence, as a kind of discordant workplace factor, has gradually become the focus of academic attention. Zhilian Recruitment once did a survey about workplace cold violence, and found that nearly 70% of the white-collar workers surveyed said that they had suffered from workplace cold violence, of which nearly 20% of the victims eventually chose to leave their jobs[3]. This phenomenon is more prominent in high-tech manufacturing companies where employees will face greater pressure due to fierce competition, and organizations do not pay enough attention to their employees.

As an important factor damaging the interpersonal relationship of employees, workplace cold violence has attracted the attention of scholars in recent years because of its destructive, widespread and hidden nature. Employees who suffer from workplace cold violence will not only have unfavourable effects on their mental level, but also put forward higher challenges and requirements for the management of employees in enterprises. According to a study reported by the Asian News Agency in India, cold violence in the office such as persistent derogatory comments by co-workers and mutual exclusion of co-workers can lead to higher levels of psychological imbalance, anger and anxiety [4]. Based on social identity theory and personality trait theory, it is believed that workplace cold violence, through behaviours such as destroying the interpersonal relationships of employees in the workplace and reducing their sense of self-efficacy and job satisfaction, makes employees aware of the mismatch between the individual and the organization, generating a false judgment that they are difficult to integrate into the current organization, and ultimately generating a tendency to leave the workplace[5].

Sense of organizational support is a kind of emotional attachment to the organization shown by employees[6], when individual employees face serious workplace cold violence, it will affect the recognition and emotion of the organization, reduce the organizational support received by the employees, and most likely they will choose to jump ship to find new organizations with a sense of support[7], which will affect the rate of employee turnover in the original organization. However, there are relatively few studies on the relationship between workplace cold violence, sense of organizational support and employees' propensity to leave their jobs, and the question of whether workplace cold violence can indirectly affect employees' propensity to leave their jobs through the sense of organizational support needs to be further investigated.

In view of this, this paper takes the employees of high-tech manufacturing enterprises as the research object, constructs the mediating effect model of workplace cold violence - sense of organizational support - tendency to leave the company, explores the possible relationship between the three, and studies the mechanism of the sense of organizational support in the workplace cold violence and the tendency of employees to leave the company. Eventually, countermeasure suggestions to help enterprises improve workplace cold violence and enhance employees' sense of organizational identity are put forward to provide theoretical support for the management of employees' leaving the company.

2. Theoretical foundations and research hypotheses

2.1 Social Identity Theory

Social Identity Theory (SIT) is a social psychological theory that explains cognition and behaviour during interpersonal interactions in organizations, and is used as a typical theory to analyse the causes of inter-individual conflicts within organizations [8]. According to the social identity theory, people in organizations exhibit different behaviours from each other, and individuals categorise themselves according to their own identification through their behavioural performance, that is, they look for like-minded groups [9]. In a new group, individuals will spontaneously reject those groups that exhibit different behaviours and keep their behaviours in step with the categorised group.

2.2 Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs Theory is one of the theories of humanistic science, which is divided into five categories: physiological needs, safety needs, emotional needs, respect needs and self-actualisation needs. This paper focuses on respect needs, which is a gradual process in which social values that have been developed influence social perceptions, social attitudes, and social emotions [10]. Respect needs include both a personal sense of achievement or self-worth and recognition and respect from others. People with respect needs want others to accept them as they actually are and to think that they are capable and competent[11]. When they get these, they not only win people's respect, but also their hearts are full of self-confidence because of the satisfaction of their own value, but failing to satisfy these kinds of needs will make them feel frustrated. According to Maslow, the satisfaction of respect needs enables people to feel confident in themselves, enthusiastic about society and experience their usefulness and value. Therefore, whether employees feel respected and recognised in the workplace largely determines their work ethic and influences their propensity to leave.

2.3 Person-organization Matching Theory

Person-organization fit theory is a theory of the degree of fit between individuals and organizations, which assumes that organizations have certain characteristics and traits that match with specific employees, specifically the human body's values, personality, goals, and traits match with organizational traits (e.g., organizational culture, values, goals, and norms) [12], which is generally defined as a match in terms of values because values are the factor that explains the stability of employees' attitudes and behaviours defined as matching in terms of values because values are the factors that explain the stability of employees' attitudes and behaviours. Organizations regulate employee behaviour in the workplace through the guidance of values, and employees evaluate work through values as a way of making decisions about whether or not to participate in organizational activities. The theory emphasises the positive impact of fit between the individual and the organization, the better the fit between the individual and the organization, the better it is for the individual and the organization [13] i.e. the negative impact of strong organizational support on an individual's willingness to leave.

2.4 The impact of workplace cold violence and the propensity to leave a job

Employees experiencing workplace cold violence perform poorly in terms of work engagement, organizational commitment, and organizational identity, which may further prompt employees to produce more workplace deviant behaviours and ultimately show a strong willingness to leave the job[14].Based on the Chinese organizational context, Zhang Hongru et al. analysed through a questionnaire survey and concluded that workplace cold violence can have a great negative impact on employees, not only emotionally, but also cause employees to have a tendency to leave their jobs or even leave their jobs[15]. For employees who have suffered from workplace cold violence, they may initially endure the cold violence with utmost patience because of their loyalty to the organization and leadership, but as time passes, the victim suffers more and more injuries, which also makes the loyalty to the organization consuming, and ultimately produces the tendency to leave the job as the most direct and effective way to express their dissatisfaction [16]. Based on this, this paper proposes the following hypothesis:

H1: Workplace cold violence significantly increases employees' propensity to leave.

2.5 Mediating role of sense of organizational support

Sense of organizational support is an important factor influencing employees' work behaviour and adequately reflects the extent to which an organization cares for its employees in all aspects. As competition between companies continues to intensify, organizations are increasingly reinforcing the importance they place on their employees. Cold violence in the workplace not only damages the cognitive process of the victim, but also affects the victim's feelings towards the organization. Based on the above analyses, this paper proposes the following hypotheses:

H2: Workplace Cold Violence has a negative impact on perceptions of organizational support, i.e. the more severe the workplace Cold Violence suffered by the employee, the more it will reduce the employee's perceptions of organizational support.

Tan Xiaohong et al. explored the relationship between the sense of organizational support and job satisfaction and propensity to leave through a survey of corporate employees and concluded that the sense of organizational support is significantly negatively correlated with job change and has a negative predictive effect[17]. Job satisfaction is negatively correlated with the propensity to leave, and the higher the job satisfaction, the lower the propensity to leave. Sense of organizational support has a positive effect on employee job satisfaction and is negatively correlated with the propensity to leave, the higher the sense of organizational support, the higher the job satisfaction and the lower the propensity to leave[18]. Based on the above analysis, this paper proposes the following hypotheses:

H3: Perceived organizational support has a negative effect on employees' propensity to leave, i.e. the lower the perceived organizational support, the higher the employees' propensity to leave.

Based on the above theoretical research, this paper further infers that there is a mediating role for the sense of organizational support in the relationship between workplace cold violence and employees' tendency to leave, i.e., when an employee suffers from cold violence in the workplace, he or she is highly prone to negative emotions, and his or her sense of identification with the organization and the degree of support is reduced, which will result in the tendency to leave the job in the long run and cause losses to the organization. Therefore, this paper proposes the following

hypothesis:

H4: Sense of organizational support mediates workplace violence and turnover tendencies in high-tech manufacturing firms.

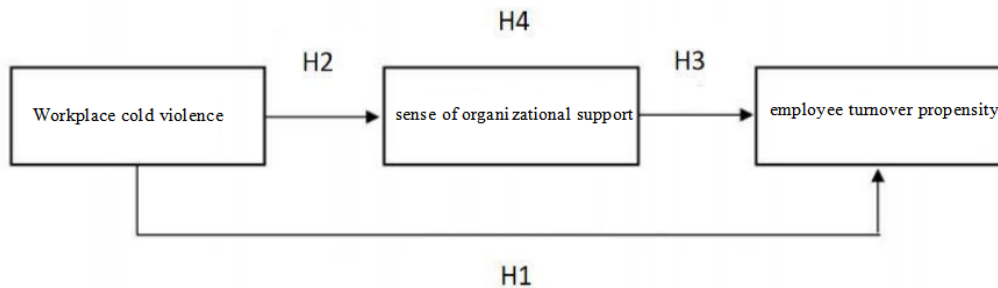The model for this study is shown in Figure 1.

Figure 1: Research model.

3. Research design and measurement of variables

3.1 Selection of research subjects

This paper takes the employees of high-tech manufacturing enterprises as the research object, and based on the reference to the relevant literature, the measurement scale with high efficiency and wide credibility was selected. And some of the questions were adapted according to the characteristics of the research topic and the research object, and a total of 136 questionnaires were finally recovered from the online questionnaire survey of the employees of high-tech manufacturing enterprises. By sorting out the recovered questionnaires, after excluding invalid questionnaires, there were 126 valid questionnaires, and the effective recovery rate of the questionnaires was 92.6%.

According to the analysis of the survey data, from the point of view of gender, men account for 61 per cent of the total number of employees, and the number of male employees is relatively high. In terms of the number of years of service, the number of employees with less than one year of service is the highest, at 69.1 per cent (as shown in table 1).

Table 1: Descriptive statistical analysis of the sample.

Statistical categories	Norm	Frequency	Percent	Cumulative percentage	Statistical categories	Norm	Frequency	Percent	Cumulative percentage
Distinguishing between the sexes	male	83	61%	61%		Less than 1 year	94	69.1%	69.1%
	female	53	39%	100%		1-3 years	22	16.2%	85.3%
Do you understand the concept of cold violence in the workplace	well	27	19.9%	19.9%	Years of experience	4-6 years	9	6.6%	91.9%
	general knowledge	103	39.3%	95.6%		7-9 years	5	3.7%	95.6%
	never heard of it.	6	2.3%	100%		More than 10 years	6	4.4%	100%

3.2 Measurement of variables

In this paper, three variables of workplace cold violence, sense of organizational support and tendency of employees to leave are measured by mature scales at home and abroad, and the sense of

organizational support and tendency of employees to leave are scored by Likert's five-point scale, with scores ranging from "Strongly disagree" to "Strongly agree", with higher scores indicating that the description of the item is more consistent with the actual situation. "The higher the score, the more consistent the description of the situation is with the actual situation.

1) Explained variable: employees' tendency to leave. This paper mainly draws on the scale designed by Mobley [19], which includes six items: "I am not satisfied with my current job", "Lack of sense of belonging in the organization has given rise to the idea of running away" and "The organization has implied that I am being forced to resign on my own".

2) Explanatory variables: workplace cold violence. This paper mainly draws on the scale designed by Ferris et al.[20], which includes ten items, such as "I am assigned a workload that exceeds the tasks of the workplace I am arguing about", "My superiors or co-workers will deny my reasonable points of view or take my work results for themselves", and "Employees of the company do not have equal access to good opportunities (e.g., training, promotion, salary increase, etc.) that are not available to me" and other ten items.

3) Mediating variable: sense of organizational support. This paper mainly draws on the scale designed by Eisenberger [21], which includes seven items such as "Colleagues are friendly to me and often care about my well-being", "Other people in the organization take my reasonable opinions seriously" and "The organization helps me when I have difficulties at work".

4. Empirical analysis

4.1 Descriptive statistics

Descriptive statistics of the explanatory variable tendency to leave the job, the explanatory variable workplace cold violence and the mediator variable sense of organizational support were carried out, and the statistical results are shown in Table 2. As shown in Table 2, the mean value of the tendency to leave is greater than 3.5 for employees of high-tech manufacturing enterprises, which may be related to the higher pressure of competition in the workplace, the fast pace of work, and suffering from workplace cold violence. The mean value of workplace cold violence is greater than 3.1, and the respondents reacted that there is a common phenomenon of "colleagues are intentionally distant and do not communicate with each other in depth" in the workplace. The phenomenon of workplace cold violence is more serious in high-tech enterprises, which may affect the psychological health of employees.

Table 2: Results of descriptive statistics

variant	average value	(statistics) standard deviation
workplace cold violence	3.1906	0.8224
Sense of organizational support	2.777	0.6498
propensity to leave office	3.513	0.7962

4.2 Reliability test

The results of the reliability test of all the scales are shown in Table 3, and the Cronbach's α values of Workplace Cold Violence Scale (Cronbach's α=0.965), Sense of organizational support Scale (Cronbach's α=0.879), and Employee Turnover Tendency Scale (Cronbach's α=0.895) are all greater than 0.7, which are of high reliability. The validity of Workplace Cold Violence Scale (KMO=0.751), Sense of organizational support Scale (KMO=0.746), and Employee Propensity to Leave Scale (KMO=0.824) were all greater than 0.7, with good validity.

Table 3: Reliability analysis

Name of questionnaire	Cronbach's alpha	KMO value
Workplace Cold Violence Scale	0.965	0.751
Sense of organizational support Scale	0.879	0.746
Employee Propensity to Leave Scale	0.895	0.824

4.3 Correlation analysis

Table 4: Correlation analysis

variant	distinguishing between the sexes	working experience	Knowledge of Cold Violence in the Workplace	workplace cold violence	Sense of organizational support	Tendency of employees to leave
distinguishing between the sexes	1					
years of experience	-0.004	1				
Knowledge of Cold Violence in the Workplace	0.012	0.203*	1			
workplace cold violence	0.200*	-0.375**	-0.293**	1		
Sense of organizational support	-0.210*	0.278**	0.317**	-0.637**	1	
Tendency of employees to leave	0.151	-0.299**	-0.199*	0.766**	-0.625**	1

Note : *p<0.05**p<0.01***p<0.001

In this paper, with the help of SPSS software, the correlation analysis of workplace cold violence, sense of organizational support and employees' tendency to leave is carried out, and according to

Table 4, it can be seen that workplace cold violence is negatively correlated with the sense of organizational support (r=-0.637**, p<0.01), and positively correlated with employees' tendency to leave (r=-0.766**, p<0.01); the sense of organizational support and the tendency of employees' tendency to leave present a negative correlation (r=-0.625**, p<0.01). The high degree of association between the variables provides strong support for the regression analysis.

4.4 Regression analysis

In this paper, with the help of SPSS software, we analyse the direct effect of workplace cold violence on employees' tendency to leave the company, and test the mediating effect of the sense of organizational support between workplace cold violence and employees' tendency to leave the company, and the regression results are shown in Table 5. As shown in Model 2, workplace cold violence has a significant positive effect on employees' tendency to leave (β=0.802, p<0.01), and Hypothesis 1 is valid; as shown in Model 1, workplace cold violence has a significant negative effect on the sense of organizational support (β=-0.507, p<0.001), and Hypothesis 2 is valid.

From model 3, it can be seen that the sense of organizational support has a significant negative effect on employees' tendency to leave (β=-0.841, p<0.01), and hypothesis 3 is valid; from model 4, it can be seen that it indicates that the sense of organizational support has a partially mediated effect between workplace cold violence and employees' tendency to leave (β=-0.175, p<0.054), and hypothesis 4 is valid.

Table 5: Regression analysis

variant	Sense of organizational support	propensity to leave office		
	Model 1	Model 2	Model 3	Model 4
workplace cold violence	-0.507** (0.041)	0.802** (0.041)		0.752** (0.040)
Sense of organizational support			-0.841** (0.094)	-0.175** (0.054)
distinguishing between the sexes	0.039 (0.061)	0.072 (0.061)	0.038 (0.062)	0.018 (0.024)
Knowledge of Cold Violence in the Workplace	-0.027 (0.051)	-0.004 (0.050)	-0.027 (0.051)	-0.010 (0.027)
working experience	-0.039 (0.031)	0.058 (0.031)	-0.038 (0.032)	-0.010 (0.013)
Adj.R2	0.539	0.647	0.385	0.672
VIF	<10	<10	<10	<10

Note : *p<0.05**p<0.01***p<0.001; standard errors in parentheses

In order to present more intuitively the mediating role of the sense of organizational support on the relationship between workplace cold violence and the tendency to leave, this paper refers to the mediation test procedure proposed by Wen Zhonglin [22]), and carries out Bootstrap mediation effect test by using the process plug-in of spss. The results show that the 95% confidence interval

obtained from Bootstrap 5000 sampling calculations was 0.029 to 0.202, excluding 0, indicating that the sense of organizational support has a partially mediating role in workplace cold violence and employees' tendency to leave (as shown in Table 6).

Table 6: Mediating role test

term (in a mathematical formula)	Test Conclusion	c	a*b	c'	a*b
		aggregate effect	intermediary effect	direct effect	(95% BootCI)
Cold violence in the workplace => sense of organizational support => tendency to leave the job	intermediary	0.860	0.105	0.755	0.029~0.202

Note : a denotes the regression coefficient when the independent variable is on the mediator variable, b denotes the regression coefficient when the mediator variable is on the dependent variable, and a*b is the product of a and b, i.e., the mediator effect; c denotes the regression coefficient when the independent variable is on the dependent variable (when there is no mediator in the model), i.e., the total effect; and c' denotes the regression coefficient when the independent variable is on the dependent variable (when there is a mediator in the model). , i.e., direct effect.

5. Conclusions and insights

5.1 Conclusions of the study

This paper takes the employees of high-tech manufacturing enterprises as the research object, and uses descriptive statistics, correlation analysis and regression analysis to analyse and outline the current situation of workplace cold violence, sense of organizational support and employees' tendency to leave the company, and to reveal the relationship between workplace cold violence and employees' tendency to leave the company, as well as the intermediary role of the sense of organizational support. The results of empirical analyses show that workplace cold violence has a significant positive effect on employees' tendency to leave, and the sense of organizational support has a negative effect on employees' tendency to leave and plays a partial mediating role.

5.2 Recommendations for countermeasures

First, organizations establish a culture of zero tolerance for workplace cold violence. Organizations should pay full attention to the workplace interpersonal relations and working atmosphere of the enterprise, pay attention to the negative impact of workplace cold violence on employees, and strive to create harmonious workplace relations and an amicable and friendly organizational atmosphere. At the same time, the organization should also establish a set of relevant complaint system, encourage employees to actively reflect the phenomenon of cold violence to the organization, the organization of maliciously harming other colleagues in the staff to take some punitive means to restrain, in order to ensure that employees will not suffer from the infringement

of cold violence in the workplace. In addition, the organization can also set up a special workplace cold violence mediation team to investigate and deal with the existence of cold violence in the organization, timely regulation of interpersonal relations between employees, mediation between the staff and the leadership of the contradiction, to alleviate the harm caused by cold violence on the organization.

Secondly, organizations establish a communication platform to strengthen the sense of organizational support. Enterprises can carry out the organization of a variety of group building activities, staff seminars and other ways to staff psychological help and counselling, to provide a platform for new and old employees to communicate with each other, timely intervention in the phenomenon of the old staff ganging up, and encourage all employees to open and transparent competition, so that employees feel the care and support from the organization, and to improve the sense of organizational support and job satisfaction of the staff.

Thirdly, take the initiative to provide assistance and support for employees to reduce the tendency of employees to leave their jobs. organizations should pay great attention to cold violence in the workplace, and once cold violence is found in the organization, they should communicate with the employees of each department in time to understand the reasons for such behaviour, and take targeted measures to guide the victimised employees, as well as to provide psychological counselling and support services for the employees through the adoption of employee care programmes and employee psychological assistance programmes, so as to alleviate the negative emotions that may arise among employees. It is also possible to provide employees with psychological counselling and support services through the adoption of employee care programmes and employee psychological assistance programmes, so as to alleviate the negative emotions that may arise, and to help employees cope with cold violence in the workplace and the negative impacts caused by it, thus reducing the tendency of employees to leave.

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