

A Study on the Influence Mechanism of Abusive Management on the Proactive Behavior of Post-2000 Employees

Yiping Qian

*School of Economics and Management, Guangxi Normal University, Guilin, Guangxi, China
402275232@qq.com*

Keywords: Abusive leadership; Employees after 00; Active behavior

Abstract: Compared with the characteristics of previous employees, the new employees after 00 show obvious differences. This makes managers have to take new management measures for "after 00" employees. Abuse management is a more radical management method among management types. When abuse management is applied to "Post - 00" employees, employees' active behavior will be affected to a certain extent. Through literature research, questionnaire survey and data analysis, this paper uses spss23.0 to sort out and analyze the 121 questionnaire data collected, and use the bootstrap method to test the hypothesis of the theoretical model. Examining the impact of abusive supervision on Generation Z employees' proactive behavior, this research specifically investigates how leader-member exchange mediates this relationship, contributing to both organizational behavior theory and human resource management practices. In the management practice of enterprises, abuse management usually has a negative impact on the active behavior of "Post - 00" employees, and then affects their active behavior. Enterprises should alleviate the degree of abuse management, reduce the impact of abuse management on the relationship between leaders and members, and then alleviate the impact on employees' active behavior, so as to make the enterprise move in a direction more conducive to the development of the organization.

1. Introduction

1.1. Research Background

Proactive behaviors in enterprises enable them to better adapt to changes in the external environment and promote a good development trend for enterprises. Therefore, more and more scholars have begun to study how to improve employees' proactive behaviors. Generally speaking, researchers mainly define proactive behaviors from the following research perspectives: First, from the psychological perspective, it emphasizes the traits and stability of proactive behaviors, extending to the concept of proactive personality; Second, from the perspective of behavioral theory, it is believed that proactive behaviors are carried out spontaneously. Employees are committed to actively changing their own conditions and external environmental conditions, and the opposite

behavior is passive reaction behavior; Third, from the perspective of process theory, it points out that proactive behaviors may appear in all aspects of work, and this behavior is mainly affected by the individual level and the organizational level. Factors at the individual level include emotions, motivations, etc. In addition, factors such as experience and personal desires also have an impact on proactive behaviors. Factors at the organizational level focus on leadership behaviors, organizational relationships, etc. Among them, proactive behaviors are greatly affected by leadership behaviors, which often affect organizational development.

By sorting out previous studies on the influence of leadership behaviors on employees' proactive behaviors, it is found that most previous studies focused on the positive impact of leadership behaviors on proactive behaviors^[1]. Liu Yang, Zhu Wei, and Zhao Shuming showed the influence of leadership style on employees' proactive behaviors in their research, pointing out that when the CEO has strong inclusiveness, it helps to stimulate employees' proactive behaviors at work^[1]. Ma Lu, Wang Danyang, etc. concluded in their research on the influence of employees' proactive innovation behaviors that for enterprises, shared leadership is conducive to improving employees' proactive innovation behaviors^[2]. In previous studies, there were few literatures with post - 2000s as the research object. Most studies were carried out around larger groups such as new - generation employees^[3]. Now, with the alternation of the times, the post - 2000s are gradually pouring into the workplace, bringing their own characteristics and labels into a brand - new environment, which will pose new challenges to research. At present, there are relatively few studies on the influence mechanism of abusive management on the proactive behaviors of post - 2000s employees, and their uniqueness and referential value are limited. Therefore, this study intends to focus on the way in which leadership abusive management affects employees' proactive behaviors, and narrow the scope of the research object to post - 2000s employees.

In view of this, this paper intends to combine abusive supervision with the proactive behavior of post - 2000 employees. On the one hand, by combining abusive supervision with the characteristics of post - 2000 employees and targeting post - 2000 employees as the research object, this paper studies their performance mechanism under abusive supervision. On the other hand, based on the two theories of process motivation and leader - member exchange, this paper further studies the performance mechanism of the proactive behavior of post - 2000 employees under the application of abusive supervision.

1.2. Research Objectives

Investigate the responses of post - 2000 employees to abusive supervision and their countermeasures under abusive supervision. This study mainly investigates post - 2000 employees' understanding of abusive supervision and their coping measures when facing abusive supervision. Reveal the relevant influencing mechanism of the proactive behavior of post - 2000 employees under abusive supervision.

1.3. Research Significance

1.3.1. Theoretical Significance

Deepen the theoretical research on the influencing mechanism of abusive supervision on employees' proactive behavior. This paper focuses on post - 2000 employees as the research object and adds the leader - member relationship to the research framework of the influence of abusive supervision on employees' proactive behavior. It studies the influence of abusive supervision on employees' proactive behavior from different perspectives.

1.3.2. Practical Significance

In order to ensure a stable and healthy future for the organization and keep the employee turnover rate stable. Post - 2000 employees are gradually becoming the main force in enterprises and will surely become the backbone of enterprise development. However, due to the significant differences between post - 2000 employees and previous generations in terms of values and personal choices, managers and leaders in organizations often lack an understanding of this group and are unable to adopt appropriate management methods, which hinders the effective development of the organization. Therefore, this paper takes the degree of abusive supervision as the research variable and the leader - member relationship as the intermediate variable according to the characteristics of post - 2000 employees, analyzes its influence on proactive behavior, then summarizes and analyzes the research results, and puts forward corresponding management suggestions. In addition, post - 2000 employees have not yet become the main force in the talent market. Conducting relevant research on post - 2000 employees before they fully enter the market helps to strengthen organizational identity and ease the tense atmosphere in the organization.

2. Literature Overview

2.1. Research Review of Abusive Supervision

2.1.1. Concept of Abusive Supervision

Tepper, Moss, and Lockhart first mentioned the term "abusive management behavior" in their research. Abusive management behavior is defined as a non - physical, hostile behavior^[4]. This behavior refers to the verbal or non - verbal actions of managers that can be perceived by subordinates. According to the research of domestic scholars, if employees have conservative thinking, they may interpret behaviors such as "public criticism" as a hostile behavior from their superiors^[5], which is manifested as abusive management by superiors.

2.1.2. Measurement of Abusive Management

The measurement of abusive management mostly uses questionnaires, reflecting the abusive behavior of superiors through the subjective feelings of subordinates^[6]. There is no relatively unified measurement questionnaire in current research. At present, relevant questionnaires are mostly designed by modifying or directly using existing measurement questionnaires^[7]. Among them, the scale compiled by Tepper (2000) is a widely used one. This scale includes 15 non - physical abusive behaviors such as verbal behaviors and 5 corresponding measurement scales. Respondents are asked to make judgments on the behaviors described in the questionnaire, and each item starts with the leader as a precondition. The higher the score of the scale, the higher the level of abuse^[8].

2.1.3. Research on the Outcome Variables of Abusive Management

The research mainly analyzes the influence relationship between abusive management and employees' proactive behavior. The research shows that abusive management has an obvious negative effect on this positive variable. However, for some employees who attach importance to work or have a strong sense of responsibility, the negative effect of abusive management is less obvious compared with those who do not attach importance. Zellars et al. conducted research based on the equity theory and found that after employees clearly feel that the leader conducts strong abusive management, they will perceive a lower degree of organizational fairness, which leads to

these employees being reluctant to undertake organizational citizenship behaviors beyond their own job responsibilities and making negative behaviors. Shoss (2013) et al. found that abusive management promotes employees' counterproductive behavior through the effect of organizational support^[9]. In summary, research on abusive management mainly focuses on the following two perspectives: one is the perspective of individual characteristics and motivation; the other is the perspective of psychological and emotional changes in the face of abusive management.

2.2. Review of Proactive Behavior Research

2.2.1. Concept of Proactive Behavior

In the characteristics of proactive behavior, people can consciously and directly change their current environment according to their own will. This environment includes both social and other non - social (personal environment) parts^[10]. Proactive behavior includes identifying the environment, discovering opportunities, taking actions until changes occur. Most of the time, employees' proactive behavior emphasizes more on its spontaneity.

2.2.2. Measurement of Proactive Behavior

Scholars' research on the measurement of proactive behavior mainly adopts the following methods: managers' evaluation method, employees' self - evaluation method, the combination of employees' self - evaluation and managers' evaluation, and the combination of employees' self - evaluation and the evaluation of a third party who knows the employees well^[11]. The definition of "proactive behavior" needs to be distinguished from other concepts. "Proactive behavior" includes independently determining goals, making efforts through different ways and channels relying on individual proactive actions, and finally achieving the goals. It refers to the initiative shown by people to achieve a certain goal. In interpersonal communication, goals usually serve as the driving force; in the process of achieving goals, interpersonal communication must also exist. However, different jobs have different requirements for "proactive behavior".

2.2.3. Review of Research Related to Proactive Behavior

We can roughly divide the target influence of proactive behavior into three structural levels: individual - environment matching is beneficial for both. Employees' suggestions are helpful for enterprises to solve some practical problems, thus contributing to the healthy development of enterprises. Of course, the negative side of proactive behavior cannot be ignored: enterprise managers do not always notice and appreciate employees' proactive behavior. Leaders will establish their own relationship circles based on their interactions with different employees. Leaders tend to regard employees with high - quality exchange relationships as their core "in - group members" and exclude employees with low - quality exchange relationships from the core of their relationship circles. This study intends to analyze its effect on abusive behavior from different levels.

2.3. Leader - Member Exchange Relationship

2.3.1. Concept of Leader - Member Exchange Relationship

The proposal of the leader - member exchange relationship theory has changed the research on the relationship between the two^[4]. The perspective has shifted from the initial superior's perspective to the perspective of superior - subordinate interaction. Superior leaders will clarify the

relationship circle based on the real situation of their interaction with employees. Usually, we think that the closeness between leaders and subordinates is an important basis for influencing leadership performance. Leaders treat employees differently according to their own will, combined with factors such as employees' contributions and sincerity, and form leader - member exchange relationships of different qualities. Whether a member is an "in - group member" or an "out - group member" is judged based on the high or low quality of the relationship^[12].

2.3.2. Measurement of Leader - Member Exchange Relationship

The measurement methods of leader - member exchange relationships are divided into multiple different dimensions, which is related to the research of scholars at different times and stages. In the early stage, the leader - member exchange theory was considered to have a single - dimensional structure, that is, it was only limited to work - related aspects. Seandura and Graen (1984) proposed a scale with 7 items to measure the leader - member exchange relationship. Gerstner (1997) verified that among the previous scales for measuring the leader - member exchange relationship, the 7 - item scale developed by Seandura had the best reliability and validity.

With the continuous practice and in - depth research of scholars, more people began to think that the leader - member exchange is no longer just single - dimensional. Later, Liden (1986, 1998) proposed a multi - dimensional structure including four aspects: affect, contribution, loyalty, and professional respect, with 3 items in each dimension, a total of 12 items.

2.3.3. Related research on leader - member exchange relationships

Leaders tend to regard employees with high - quality exchange relationships as their "in - group members" and those with low - quality exchange relationships as "out - group members". That is, employees with high - quality exchange relationships have closer relationships with leaders, while those with low - quality exchange relationships are relatively distant. Generally speaking, leaders will give more opportunities to "in - group members" with high - quality exchange relationships. These employees will trust leaders more, which makes the relationship between them enter a virtuous cycle. Then, employees with high - quality exchange will also face more task challenges than those with low - quality exchange. In the accumulated task challenges, they can better enhance their various abilities, further widening the gap with employees with low - quality exchange. In the long run, employees with high - quality exchange will enter a virtuous cycle in various aspects such as skill training.

3. Research hypotheses and model construction

Leaders tend to regard employees with high - quality exchange relationships as their "in - group members" and exclude employees with low - quality exchange relationships from the group. In other words, employees with high - quality exchange relationships have closer direct communication and contact with leaders, while those with low - quality exchange relationships are relatively distant. For their own career development, post - 2000 employees will choose to tolerate abusive management and continuously improve their self - skills.

3.1. The leader - member exchange theory affects the attitude of post - 2000 employees towards abusive management behavior

Although the number of previous studies on the impact of abusive supervision on employees' proactive behavior is relatively limited, some research findings still show that the impact of abusive supervision on proactive behavior is negative^[6]. For example, abusive supervision will cause

employees to reduce their organizational citizenship behavior, which may hinder the effective operation and development of the organization^[1]. In addition, when employees perceive their leaders' abusive behavior, they often feel disgusted or even angry, which brings about a sense of fear. These negative emotions increase employees' psychological alienation and further inhibit their proactive behavior, such as voice behavior. Therefore, Hypothesis 1 is proposed:

H1: Abusive supervision has a significant negative impact on proactive behavior.

Some studies have shown that high - quality leader - member exchange can inhibit the generation of negative emotions caused by abusive supervision^[13]. Because "in - group" employees trust and are loyal to their leaders, even if their leaders show abusive behavior, they will not overstep their bounds and show strong dissatisfaction. However, in a low - quality leader - member exchange relationship, "out - group" employees, once they perceive the leaders' intentional or unintentional malicious treatment, will interpret it as the leaders deliberately making things difficult for them and have a lower tolerance for leaders' abusive supervision. This study shows that when abusive supervision is regarded as an independent variable, it will have a negative impact on leader - member exchange^[14].

H2: Abusive supervision has a significant negative impact on leader - member exchange.

According to the impact mechanism of abusive supervision on proactive behavior, abusive supervision has a negative impact on proactive behavior. Abusive supervision affects the leader - member exchange relationship in multiple aspects, and this impact is negative. This negative exchange relationship will further weaken members' proactive behavior, such as voice behavior and organizational citizenship behavior. Therefore, leader - member exchange acts on both abusive supervision and employees' proactive behavior and plays a mediating role in the impact of abusive supervision on proactive behavior^[1]. Under the influence of the variable of leader - member exchange, individuals are blocked in the process of pursuing their goals, which affects the probability of achieving the goals and indirectly reduces the value of the goals. The original incentive effect is weakened, and the proactive behavior of post - 2000 employees under abusive supervision is weakened.

H3: Leader - member exchange plays a mediating role in the impact of abusive supervision on proactive behavior.

In summary, the research model of this paper is shown in Figure 1.

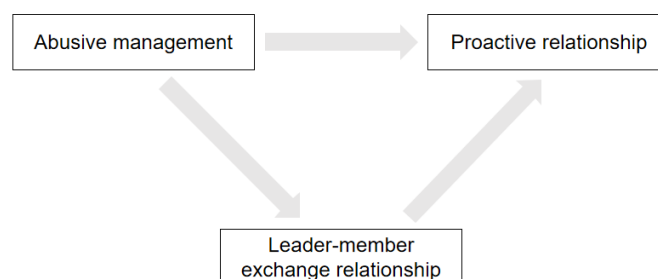


Figure 1: Research model

4. Research methods

4.1. Research sample

In order to obtain data, this study distributed questionnaires online through social channels such as WeChat groups, QQ groups, and Moments. The distribution targets were limited to working professionals with corporate work experience or post - 2000 individuals with corporate internship

experience.

In order to ensure the validity of the questionnaire data, invalid data were removed, and questionnaires with consistent options were screened out and deleted. A total of 121 valid data were finally obtained, with an effective recovery rate of 96.8%. The research objects were statistically analyzed according to demographic characteristic frequencies, namely gender, education level, working years, and enterprise type, as shown in Table 1.

Table 1: Demographic characteristics of the sample

Category	Option	Percentage	Valid Percentage	Cumulative Percentage
Gender	Male	47.1	47.1	47.1
	Female	52.9	52.9	100.0
Educational Attainment	High School, Secondary Technical School or Below	5.0	5.0	5.0
	Junior College	33.1	33.1	38.0
	Bachelor's Degree	59.5	59.5	97.5
Years of Work Experience	Master's Degree or Above	2.5	2.5	100.0
	One Year or Less	64.5	64.5	64.5
	1 - 3 Years	27.3	27.3	91.7
Enterprise type	Over 3 years	4.1	4.1	100.0
	State-owned enterprise	17.4	17.4	17.4
	Private enterprise	18.2	18.2	35.5
	Civil service system and public institutions	15.7	15.7	51.2
	Others	48.8	48.8	100.0
Total		100	100.0	100.0

4.2. Research Tools

1) Abusive Supervision: In this study, we selected the single - dimensional scale developed by Tepper to evaluate the phenomenon of abusive supervision. The items in the scale are specifically designed and highly targeted. For example, "My supervisor ignores my problems", "My supervisor ignores my personal privacy", and "My supervisor frequently criticizes me in public" all directly point to the core characteristics of abusive supervision. The research results show that the reliability coefficient of this scale is as high as 0.95, indicating that its measurement results are highly reliable.

2) Proactive Behaviors of Post - 2000 Employees: To gain an in - depth understanding of the characteristics of proactive behaviors of Post - 2000 employees, we used the single - dimensional scale compiled by ress et al. for the survey. The items in the scale are highly representative, such as "I am good at actively discovering and solving problems", "When encountering problems, I will promptly report to my supervisor and seek solutions", and "I usually complete more tasks than required by the job". After a strict reliability test, the reliability coefficient of this scale in this study reached 0.95, showing its good reliability.

3) Leader - Member Exchange Relationship: To break through the limitations of traditional leadership theories, we adopted a new type of leader - member exchange relationship scale. This scale combines multiple perspectives such as social exchange theory, role analysis theory, and vertical dyad linkage theory to comprehensively reveal the one - to - one interaction relationship between leaders and members. Items in the scale, such as "How does my relationship with my leader affect my work attitude" and "How does my relationship with my leader shape my perception of abusive behaviors", all reflect the core purpose of this research. Through empirical analysis, we expect to gain a deeper understanding of the impact of leader - member exchange relationships on the internal organizational atmosphere and employee behaviors.

4.3. Statistical Methods

In this study, we used SPSS Statistics 23.0 software to analyze the data and adopted the Bootstrap analysis method to verify the research hypotheses.

5. Research Results and Hypothesis Testing

5.1. Descriptive Statistical Analysis Results of Each Variable

The study used descriptive statistical methods to analyze the data of each variable. The detailed results are shown in Table 2, Table 3, Table 4, and Table 5 (including MSD correlation coefficients), and all the correlation coefficient data are presented in the tables.

5.1.1. Demographic Statistical Difference Analysis of Each Variable

This paper employs two testing methods: To explore whether there are differences among different variables in aspects such as abusive supervision and the proactive behaviors of post - 2000 employees, two statistical methods, namely analysis of variance and independent samples test, are used for demographic difference analysis. Through meticulous data analysis, it is expected to reveal the differences among these variables. In the research, special attention is paid to the variable of gender. Whether there are significant differences in the perception of abusive supervision and the proactive behaviors of post - 2000 employees between males (57) and females (64) is investigated. Statistical tools are used to compare the scores of different gender groups in these aspects, so as to identify possible gender differences. Specifically, analysis of variance can help us test whether there are significant differences in the means among multiple independent samples, while the independent samples test focuses on comparing the mean differences between two independent samples. The combined use of these two methods can provide us with a comprehensive and in - depth perspective to analyze the demographic differences of different variables. The results are shown in Table 2.

Table 2: Means and analysis of variance of each variable for subjects of different genders

Factor	Male	Female	F
Abusive supervision	21.465	21.015	1.291
Proactive behavior of post - 2000 employees	29.482	27.002	0.425**

Note: * indicates $p < 0.05$, ** indicates $p < 0.01$

As can be seen from the above table, there are relatively significant differences in the proactive behavior of post - 2000 employees ($F = 291$, $P < 0.05$) in terms of gender.

5.1.2. Differences of each variable in terms of educational background

This paper divides educational background into four levels to explore the differences in the proactive behavior of post - 2000 employees under abusive management among different educational backgrounds. People in four different educational stages have very different understandings of workplace work. Some of these differences are cognitive differences brought about by age, and more are the impacts brought about by individuals' social experiences. The analysis results are shown in Table 3.

Table 3: Means and analysis of variance of each variable among subjects with different educational backgrounds

Factor	High school or secondary vocational school and below	Junior college	Undergraduate	Postgraduate and above	F	Sig.
Abusive supervision	22.426	21.312	22.698	21.912	0.321	0.809
Proactive behavior of post - 2000 employees	28.778	29.089	27.231	28.129	1.851	0.138

Note: * represents , ** represents

As shown in Table 3, the differences in each scale among employees with different educational backgrounds are not significant.

5.1.3. Differences in each variable across work experience

This paper divides the post - 2000 employees into three career development stages based on their work experience: the novice stage (1 year or less), the development stage (1 - 3 years), and the mature stage (more than 3 years). These three stages represent the transformation process of employees from entering the workplace to gradually maturing and forming stable career thinking and work patterns.

At the novice stage, employees begin to abandon the thinking mode of their student days and gradually adapt to the workplace environment, exploring and learning work methods and skills suitable for themselves. They are at the starting point of their careers and need to gradually understand and adapt to the management style and colleague relationships.

After entering the development stage, employees have accumulated a certain amount of experience in their work fields and have a clearer understanding of workplace rules and the work environment. At this time, they begin to form their own workplace worldviews and work patterns and start to plan their future career development directions. In this stage, employees may be more sensitive to perceived abusive supervision because they are striving for progress in their careers.

When employees enter the mature stage, their thinking and work styles have become stable, and they have formed a unique professional style. At this stage, employees may face major turning points in their careers, such as being promoted to higher - level positions or switching to other career fields. At this time, their tolerance for abusive supervision may be lower because they pay more attention to personal career development and job satisfaction.

This paper aims to explore the differences among post - 2000 employees with different work experience in terms of abusive supervision, proactive behavior, psychological capital, and colleague support. Through comparative analysis, we can gain a deeper understanding of the psychological and behavioral characteristics of employees at different career development stages, providing useful references and insights for enterprise management. The analysis results are shown in Table 4.

Table 4 Means and analysis of variance of each variable across different work experience

Factor	1 year or less	1 - 3 years	Over 3 years	F	Sig.
Abusive supervision	21.501	27.592	21.802	1.798	0.171
The proactive behavior of post - 2000 employees	27.596	29.202	29.103	1.672	0.202

Note: * represents $p < 0.05$, ** represents $p < 0.01$

As shown in Table 4, the differences in each scale among employees with different working years are not significant.

5.1.4. Differences in each variable among different enterprise types

In this study, the nature of enterprises is divided into four types: state - owned enterprises, private enterprises, civil servants or public institutions, and other enterprises. The differences in abusive management and the proactive behavior of post - 2000 employees among different enterprise natures are explored. The analysis results are shown in Table 5.

Table 5 Means and analysis of variance of each variable among different enterprise natures

Factors	State-owned enterprises	Private enterprises	Civil servants or public institutions	Other enterprises	F	Sig.
Abusive supervision	21.998	22.001	22.812	22.601	0.071	0.981
Proactive behaviors of post-00s employees	28.501	28.361	29.491	26.901	1.142	0.353

Note: * represents $p < 0.05$, ** represents $p < 0.01$

As shown in Table 5, the differences shown by each scale under different enterprise natures are not significant.

5.2. Hypothesis testing

This study uses the testing method proposed by Wen Zhonglin et al. to study the relationship between abusive supervision and the proactive behavior of post - 2000 employees. Through data analysis in the hierarchical regression analysis of the relationship among abusive supervision, leader - member exchange theory, and proactive behavior: (1) The regression coefficient of abusive supervision on the leader - member exchange theory of post - 2000 employees is -0.252 ($p < 0.01$), showing a significant correlation; (2) The regression coefficient of abusive supervision on the proactive behavior of post - 2000 employees is -0.281 ($p < 0.01$), showing a significant correlation; (3) The regression coefficient of the leader - member exchange theory on proactive behavior is 0.665 ($p < 0.01$), still showing a significant correlation. The regression coefficient of abusive supervision on the proactive behavior of post - 2000 employees drops to -0.112 ($p < 0.01$), but it is still significant, indicating that abusive supervision affects the proactive behavior of post - 2000 employees by influencing their leader - member exchange relationship, in which the leader - member exchange relationship plays a partial mediating role. This study selects Hayes' multiple mediation method to verify the mediating role of the leader - member exchange relationship again. Finally, the Bootstrap test is carried out using SPSS23.0. Taking the leader - member exchange relationship as the mediator, the direct effect of abusive supervision on proactive behavior is -0.1596. Since zero is not included in the 95% confidence interval, the direct effect of abusive supervision is very significant. The indirect effect of the leader - member exchange relationship is -0.0102, and zero is not included in the 95% confidence interval, so the indirect effect of the leader - member relationship is significant. From the above reasoning, it can be seen that the leader - member relationship plays a partial mediating role in the influence of abusive supervision on the proactive behavior of post - 2000 employees. The specific indicators are shown in Table 6.

Table 6 Decomposition table of the influence effect of abusive supervision on proactive behavior through the leader - member relationship

Mediating variable		Indirect effect of path a*b	95% confidence interval
Leader - Member Exchange Theory	Indirect	-0.1596	(-0.1498,-0.0821)
Leader - Member Exchange Theory	Direct	-0.0102	(-0.1816,-0.0310)

Overall, both hypothesis tests have been empirically verified. It is manifested that abusive

supervision negatively affects the proactive behavior of post - 2000 employees. Leader - member exchange will influence the post - 2000 employees' attitude towards abusive supervision behavior. Meanwhile, as a mediator, it affects the proactive behavior of post - 2000 employees.

6. Discussion

6.1. Research Contribution or Theoretical Value

Based on the leader - member exchange theory and the abusive supervision theory, this study draws the following conclusions:

First, abusive supervision has a negative impact on the proactive behavior of post - 2000 employees. Long - term destructive leadership behavior will put employees in a "high - pressure" state, making them prone to burnout and consuming most of their work enthusiasm and initiative, which affects the willingness of post - 2000 employees to engage in proactive behavior. It is foreseeable that abusive supervision is negatively correlated with the occurrence of proactive behavior of post - 2000 employees. Abusive supervision will affect the creativity and initiative of post - 2000 employees in making suggestions. Obviously, these negative impacts are not conducive to the long - term development of the organization.

Second, according to the above data analysis, even with the mediation of the leader - member exchange theory, some post - 2000 employees still find it difficult to accept abusive supervision. Some post - 2000 employees also said that they would choose to communicate with their leaders about abusive supervision, believing that communication can change this phenomenon of abusive supervision.

6.2. Management Implications

Based on the above research results, this paper puts forward the following suggestions:

In the current era, abusive supervision is still difficult for employees to accept. Although abusive supervision has certain management advantages, its disadvantages far outweigh the advantages. Considering the characteristics of post - 2000 employees, such as being maverick, having a strong sense of self, and longing for respect, the management mode of abusive supervision runs counter to these characteristics. Only by choosing more reasonable and effective methods can we better manage the new - generation post - 2000 employees and improve organizational performance.^[15]

Abusive supervision will affect the incentive effect by influencing the employees' perception of the value of their pursued goals (lowering their perception of the pursued goals), and reduce the employees' trust in the organization, thereby reducing organizational performance. Therefore, enterprise managers should try their best to avoid abusive supervision to prevent the weakening of the incentive effect at work and reduce the employee turnover rate. The organizational goal is to continuously stimulate the employees' work enthusiasm, and improving performance is the ultimate goal.

For the new - generation post - 2000 employees, managers should make certain organizational management reforms according to the characteristics of post - 2000 employees. Managers must make certain reforms in response to the changes in the talent market. Enterprises that do not make changes are likely to be eliminated.^[16]

6.3. Research Limitations

Due to my own deficiencies in knowledge level, data acquisition channels, etc., there are still many shortcomings in this study, and the following aspects need to be improved:

6.3.1. Limitations of the research sample

Affected by my social circle, the scope of questionnaire distribution is limited. The collected sample data fails to cover employees of different age groups. Most of the samples are "post - 2000" employees. These employees have relatively short working years, and some are still in the internship period. Their work positions are also limited to grass - roots employees, which may lead to insufficient representativeness of the research sample among middle - and high - level managers. Moreover, since most of the samples are from Jiangxi Province, there are significant limitations in the spread scope, resulting in uneven regional distribution. And there are only 121 valid samples, which may also be insufficient in quantity.^[17]

6.3.2. Limitations of the measurement method

Although the questionnaire scale used in this study has good reliability and validity, there are certain limitations when using the questionnaire survey method for data collection. First of all, the completion of the questionnaire is mostly based on employees' self - cognition. All items are filled in by the respondents according to their subjective wishes, and multi - aspect evaluations cannot be obtained. Secondly, questionnaire participants may avoid certain questionnaire options and thus do not answer according to the real situation, which may lead to data errors and affect the research results.

References

- [1] Xu Qin, Xi Meng, Zhao Shuming. Research on Abusive Supervision and Employees' Proactive Behavior from the Perspective of Work Engagement and Core Self - Evaluation[J]. *Chinese Journal of Management*, 2015, 12(03): 347 - 354.
- [2] Ma Lu, Wang Danyang. The Influence of Shared Leadership on Employees' Proactive Innovation Behavior[J]. *Science & Technology Progress and Policy*, 2016, 33(22): 131 - 136.
- [3] Yang Changjin, Tang Dingping, Mei Jing. Research on Abusive Supervision and Employees' Proactive Innovation Behavior: From the Perspective of Motivation and Ability Belief[J]. *Science & Technology Progress and Policy*, 2021, 38(03): 143 - 150.
- [4] Wang Dan. Research on the Influence of Abusive Supervision on Miners' Unsafe Behavior[J]. *Economy and Management*, 2012, 26(10): 65 - 70.
- [5] Cao Yashuang. Research on the Influence of Abusive Supervision on the Turnover Intention of Knowledge Workers: The Role of Organizational Identification and Personality Traits[D]. Northeastern University, 2014.
- [6] Zhang Kun. The Influence of Implicit Followership on Voice Behavior and Its Mechanism [D]. Guangzhou University, 2017.
- [7] Ren Han, Xu Yaling, Chen Weizheng. The Influence of Abusive Management on Employee Work Alienation from the Perspective of Generational Differences [J]. *Economic Management*, 2014, 36(02): 65-75. DOI: 10.19616/j.cnki.bmj.2014.02.009.
- [8] Wang Chunyan. A Study on the Relationship between Abusive Leadership and Employee Voice: The Mediating Role of Leader-Member Exchange [J]. *Journal of Jiangsu Vocational Institute of Commerce*, 2021, (02): 35-40. DOI: 10.16335/j.cnki.issn1672 - 2604.2021.02.009.
- [9] Chen Yanhong. Research on the Influence Mechanism of Humble Leadership on Employees' Proactive Behavior[D]. Harbin Institute of Technology, 2019. DOI: 10.27061/d.cnki.ghgdu.2019.000301.
- [10] Liu Xiujuan, Hu Ning. A Review and Prospect of Shared Leadership Research[J]. *Modern Economic Information*, 2020, (13): 177 - 178.
- [11] Jin Yanwen. A Study on the Influence and Mechanism of Transformational Leadership and Person-Organization Fit on Change-Oriented Proactive Behavior [D]. Xiamen University, 2018.
- [12] Chao Gang, Liu Qianwen, Qian Chen, et al. A Study on the Relationship between Leader-Member Exchange and Knowledge Sharing under the Self-Concept [J]. *Science and Technology Management Research*, 2020, 40(18): 188-195.
- [13] Zhang Yajun, Zhang Jinlong, Zhang Qianfan, et al. A Study on Abusive Management and User Resistance Considering the Influence of Negative Emotion and Leader-Member Exchange [J]. *Chinese Journal of Management*, 2015, 12(12): 1815-1823.
- [14] Lu Shichang, Liang Lili, Liu Yutong. The Influence of Abusive Management on Counterproductive Work Behavior:

- The Chain Mediating Role of Negative Emotion and Ego Depletion [J]. Science & Technology for Development, 2020, 16(02): 192-198.*
- [15] Cui Zilong, Li Yuyin, Zhang Kaixin. *Research on the Influence Mechanism of Ethical Leadership on Subordinates' Proactive Behavior[J]. East China Economic Management, 2015, 29(08): 137 - 143.*
- [16] Wang Siwen. *The Influence of Abusive Management on Employee Silence Behavior [D]. Liaoning University, 2014.*
- [17] Lin Yaqing, Zhang Yuqing. *Does Leader-Member Exchange Relationship Affect Civil Servants' Transformational Organizational Citizenship Behavior? — The Mediating Role of Change Obligation and the Moderating Role of Public Service Motivation [J]. Journal of Public Administration, 2019, 12(01): 132-150+214-215.*