

Does harmonious passion enhance job embeddedness? A moderated mediation model of work engagement and abusive supervision

Abstract

Academic and industrial attention has been paid to the job embeddedness as an important predictor of employee actual turnover. Studies have examined the influence of job embeddedness as an antecedent, mediator, and moderator. However, there have been few investigations of antecedents of job embeddedness from the perspective of employee characteristics. Therefore, the current study bridged this research gap and investigated the associations among harmonious passion, work engagement, abusive supervision, and job embeddedness. Data from 278 full-time hotel employees indicated that harmonious passion had no direct effect on job embeddedness, and their relationship was fully mediated by work engagement. The positive association between work engagement and job embeddedness was stronger for employees under high abusive supervision. Finally, abusive supervision moderated the indirect influence of work engagement on the harmonious passion-job embeddedness relationship. A new model is proposed based on our findings to explain factors that contribute to job embeddedness.

Keywords: harmonious passion; work engagement; abusive supervision; job embeddedness

1. Introduction

Scholars and practitioners have recognized the importance of retaining talented workers to ensure business success (Potgieter et al., 2018), especially in the hospitality sectors (Marinakou and Giousmpasoglou, 2019). However, high turnover is prevalent in the hotel industry (Frye et al., 2019), and retaining talented employees is one of the biggest obstacles faced by the industry (Arasli et al., 2017). These phenomena highlight the crucial role of job embeddedness (Zhang et al., 2019), which is defined as the forces that contribute to employee retention (Chen and Ayoun, 2019). Thus, job embeddedness decreases employees' turnover intention (Takawira et al., 2014) and is a good determinant of actual turnover (Zhang et al., 2019). Additionally, job embeddedness promotes beneficial work outcomes (e.g., organizational citizenship behavior and service recovery performance) (Kapil and Rastogi, 2018; Safavi and Karatepe, 2019). Therefore, job embeddedness has received academic and industrial attention in the hospitality field (Chan et al., 2019; Yu et al., 2020).

Previous research has explored the effect of job embeddedness as an antecedent, mediator, and moderator (Collins and Mossholder, 2017; Kapil and Rastogi, 2018; Potgieter et al., 2018). Job-related variables that affect job embeddedness have also been explored. For example, Ferreira et al. (2017) reported that task significance and task identity are positively associated with job embeddedness. Moreover, compensation, development opportunity, and supervisor support are positive determinants of job embeddedness (Bergiel et al., 2009). Leader-member exchange is positively related to job embeddedness (Kapil and Rastogi, 2018). However, there have been few investigations of antecedents of job embeddedness from the perspective of employee characteristics.

To the author's knowledge, few studies have explored the association between employee characteristics (e.g., gender, tenure, and conscientiousness) and job embeddedness (Collins and Mossholder, 2017; Curran et al., 2015; Lev and Koslowsky, 2012). Harmonious passion is an

employee characteristic (McAllister et al., 2017) that refers to employees' willingness to invest time and effort into work-related activities that they enjoy (Vallerand and Houliort, 2003). Prior research has recognized the essential role of harmonious passion in enriching work efficiency and effectiveness (Chen et al., 2019). For example, harmonious passion has a positive relationship with job control, customer service behaviors, organizational citizenship behavior, and work overload (Astakhova, 2015; Lavigne et al., 2014; Teng, 2019). Employees with high harmonious passion love their jobs and attach importance to their work because they derive their sense of self from their work (Ho et al., 2011), indicating that they may not be likely to leave their jobs. Therefore, harmonious passion may be a crucial driver of job embeddedness. However, no study explores the association between harmonious passion and job embeddedness.

Researchers have explored the mental process underlying the effect of harmonious passion on employee outcome variables (Chen et al., 2019). Accordingly, we extensively examined the mediation process underlying the linkage between harmonious passion and job embeddedness. Specifically, we explored work engagement, which refers to positive and affective-motivational work-related state of mind (Bakker and Bal, 2010). The importance of work engagement in the hospitality domain as a crucial mediator of the association between individual characteristics and employee outcomes (Andrew and Sofian, 2012) has been recognized by scholars and managers (Chen, 2019; Cheng and Chen, 2017). Additionally, high harmonious passion increases employee engagement (Trépanier et al., 2014), and work engagement strengthens job embeddedness (Arasli et al., 2017). Therefore, harmonious passion may influence work engagement, thereby affecting job embeddedness.

Past studies have examined the potential boundary conditions that influence the linkage between work engagement and organizational outcomes (Schmitt et al., 2016). Because abusive supervision is prevalent in the hotel sector (Lyu et al., 2016a; Zhao and Guo, 2019), we examined the influence of abusive supervision, which refers to employees' perception of their supervisors' hostile

mistreatment (Mitchell and Ambrose, 2007), on the association between work engagement and job embeddedness. Additionally, scholars have investigated the moderating role of abusive supervision in the tourism industry (Dai et al., 2019). Employees who are abused by their supervisors work slower than regular employees do (Tepper et al., 2001). By contrast, employees experiencing low abusive supervision are inclined to be involved in their work (Dai et al., 2019). Therefore, abusive supervision may affect the influence of work engagement on job embeddedness.

Therefore, both work engagement and abusive supervision play crucial roles in the harmonious passion-job embeddedness relationship. However, the relationships among harmonious passion, work engagement, abusive supervision, and job embeddedness have not been explored in the same research model. Accordingly, this study examined the association among the abovementioned factors to evaluate whether work engagement and abusive supervision can clarify the harmonious passion-job embeddedness relationship in a sample comprising hotel employees.

On the basis of the above discussion, the current study makes valuable contributions from several aspects. First, Chen et al. (2019) recommended that future studies examine the work-related outcomes of harmonious passion. Therefore, this study responds to their call by investigating the relationship between harmonious passion and job embeddedness and examining how and under what conditions harmonious passion influences job embeddedness in the hotel industry. Second, previous studies on the hotel industry have paid attention on work engagement's drivers and consequences (Olugbade and Karatepe, 2019; Orłowski et al., 2020). The current study complements the literature and offers new insights into the mechanism through which harmonious passion influences job embeddedness by investigating the mediating role of work engagement. The current study partially responds to the call of Arasli et al. (2017) that research on the hotel industry should understand the work engagement-job embeddedness relationship. Finally, we improve the findings on whether the bridge between work engagement and job embeddedness may vary depending on situational factors by considering the moderating role of abusive supervision.

2. Literature review and research hypotheses

2.1 Harmonious passion and job embeddedness

According to employee retention theory, fit, links, and sacrifice are three essential components of job embeddedness (Lee et al., 1996). According to Holtom et al. (2006), fit is defined as the degree to which workers perceive themselves to be compatible with their organizations and jobs; links constitutes the formal or informal associations between an employee and other coworkers at their jobs; sacrifice means the perceived physical, social, or psychological costs of leaving an organization (e.g., losing interesting projects). When employees perceive their career development, skills, and personal values to be compatible with their organizations, have more connections with other employees at their workplaces, and stand to incur job-related losses upon leaving their jobs, they have little inclination to leave their organizations (Zhang et al., 2012, 2019). By contrast, less embedded employees are inclined to disengage themselves from the main organizational values (Elsbach and Bhattacharya, 2001).

Harmonious passion means a motivational factor that encourages workers to perform well at their jobs voluntarily and to perceive the work-related activities that they engage in as important and enjoyable (Trépanier et al., 2014). According to dualistic model of passion, harmoniously passionate employees participate freely in their jobs and activities that are coherent with their professional life (Astakhova, 2015), and this unbounded engagement in the activities that are important to them results in adaptive outcomes (e.g., work satisfaction and well-being) (Carbonneau et al., 2008; Trépanier et al., 2014). Researchers have revealed the harmonious passion has a positive influence on work outcomes (e.g., organizational citizenship behavior, well-being, work performance, autonomy satisfaction, and vitality) (Burke et al., 2015; Chen et al., 2019). However, the effect of harmonious passion on employee consequences (e.g., autonomy satisfaction, vitality,

well-being, and organizational citizenship behaviors) does not receive support in the studies of Mageau et al. (2005), Stenseng et al. (2011), and Pollack et al. (2020). These results indicate that the association between harmonious passion and work outcomes is inconsistent and requires further research.

Self-determination theory states that employees who are autonomously motivated engage in an activity voluntarily because they feel that the activity is enjoyable and is in accordance with the demands of their inner selves, which, in turn, leads to harmonious job passion (Ma et al., 2019). Workers having harmonious passion would tend to devote considerable time and energy because they ponder their work to be interesting and crucial and incline to engage in proactive service performance (Tian et al., 2019). Employees who demonstrate harmonious passion at work are likely to be more efficient at work (Pollack et al., 2020); thus, they are more embedded in their jobs (Kim and Kim, 2019). Hence, harmoniously passionate employees demonstrate high job embeddedness.

Prior research has explored the effect of harmonious passion on work outcomes in different domains (e.g., restaurant business, banking, and insurance industry) (Chen et al., 2019; Ho et al., 2011; Tian et al., 2019). However, few studies have explored the influence of harmonious passion on hotel employees' job consequences. For example, Ma et al. (2019) revealed that harmonious passion is positively related to work crafting, and Teng (2019) indicated its positive association with customer service behaviors. Burke et al. (2011) reported that hotel workers with high passion possess great work satisfaction and a high level of psychological well-being. However, to our knowledge, no research on the hotel industry has examined the association between harmonious passion and job embeddedness. Thus, the current study addresses this research gap and the following hypothesis is proposed:

H1: Job embeddedness is positively influenced by harmonious passion.

2.2 Work engagement as a mediator

Work engagement consists of three crucial elements, including vigor, dedication, and absorption (Bakker and Bal, 2010). Vigor means that employees are energetic and resilient at work. Dedication refers to the meaning attached to and the enthusiasm one feels toward one's work. Absorption entails happy engrossment in and full concentration at work (Bakker et al., 2012). Engaged employees are vigorous, dedicated, absorbed, and challenged at work and have high concentration at work (Paek et al., 2015). According to the job demands-resources (JD-R) model, job resources and job demands are the main determinants of work engagement (Karatepe et al., 2014). Job resources (e.g., structural empowerment and social community at work) are the positive determinants of work engagement (Amor et al., 2020; Geisler et al., 2019). By contrast, job demands (e.g., work-family conflict and mental demand) induce stress and, therefore, negatively influence employee work engagement (Geisler et al., 2019).

Based on the dualistic model of passion (Vallerand, 2008), passion at work is considered an employee characteristic that affects workers' appraisal of their job resources and job demands (Lavigne et al., 2014). Harmoniously passionate employees perceive that their work conditions encourage them to involve in their loved and self-defining activities (Lavigne et al., 2014). Workers having harmonious passion tend to involve in and love their jobs. They derive pleasure from their work, which, in turn, leads to enjoyment and satisfaction at work (Astakhova, 2015). In other words, they perceive a high level of job control and work support and a low level of workload. Thus, studies have reported that harmoniously passionate employees are inclined to feel engaged at work because conducive job characteristics (e.g., job resources and low job demands) offer them autonomy at work, and they voluntarily attach their identities to their work (Trépanier et al., 2014). Additionally, employees possessing harmonious passion have the tendency of crafting their work (Ma et al., 2019). When employees craft or reshape their work, they tend to engage with their work

(Shin et al., 2020). Hence, we hypothesize a positive linkage between harmonious passion and work engagement.

Research on work engagement has stated that when employees have increased work engagement, they incline to embed in their jobs (Arasli et al., 2017). Moreover, Takawira et al. (2014) and Halbesleben and Wheeler (2008) have reported a positive association between work engagement and job embeddedness. Lee et al. (1996) demonstrated that employees who are disengaged tend to not embed in their work. Therefore, compared with disengaged employees, engaged employees feel that their career plans are more congruent with their organization's culture, which results in them continuing to work in their organizations (Karatepe and Ngeche, 2012). Hence, work engagement may positively associate with job embeddedness.

According to the dualistic model of passion, the JD-R model, and the aforementioned research findings, this study hypothesizes a mediation model wherein harmonious passion predicts work engagement, which consequently predicts job embeddedness. Hence, we propose the following hypothesis:

H2: Harmonious passion enhances employees' job embeddedness by increasing employees' work engagement.

2.3 Abusive supervision as a moderator

Abuse supervision is defined as the degree to which employees perceive their supervisors' behavior as rude and negative (Tepper, 2000). Abusive supervisors are inclined to demean and criticize their employees in an unfriendly manner and have weak relationships with the employees (Khalid et al., 2018). Employees experiencing abusive supervision undergo unpleasant work experiences and are dissatisfied with their work (Pan et al., 2018). Hence, based on social exchange

theory, past studies have treated abusive supervision as a dysfunctional supervisory behavior that leads to subordinates demonstrating dysfunctional behaviors and work attitudes toward their colleagues or organizations (Khalid et al., 2018). For example, abusive supervision is negatively associated with knowledge hiding behaviors and interpersonal justice (Khalid et al., 2018; Rafferty and Restubog, 2011) and positively related to job dissatisfaction and job frustration (Avey et al., 2015; Pan et al., 2018).

Supervisors have the power and authority to influence employees in both desirable and undesirable ways (Brown et al., 2005). Because abusive supervisors is a type of workplace stressor for employees (Lyu et al., 2016b), studies have explored the moderating role of abusive supervision in the employee-to-work interactions. For example, Breux et al. (2008) suggested that abusive supervision moderates the effect of accountability on job satisfaction, job stress, and emotional exhaustion. The negative association between accountability and job satisfaction increases under high abusive supervision. Abusive supervision amplifies the positive relationship of accountability with job stress and emotional exhaustion. Wang et al. (2018) reported that the negative relationship between expression of anger in response to competence-based violations and perceived leader effectiveness is stronger when a leader is perceived to be abusive. Greenbaum et al. (2017) explored the interaction influence of Machiavellianism and abusive supervision on unethical behaviors, and the results indicated that abusive supervision enhances the positive influence of amoral manipulation and desire for control (i.e., the two dimensions of Machiavellianism) on unethical behaviors. Thus, the aforementioned findings indicate that abusive supervisors may mitigate the positive influence of work engagement by making employees participate in work-related activities without their volition and interest.

Furthermore, past studies have demonstrated that employee who perceive high abusive supervision have low level of work engagement because they conserve their energy to protect valued resources (Lyu et al., 2016b). Past studies on abusive supervision have suggested that

employees who are abused by their supervisors incline to be disappointed at work and involve deviant behaviors toward the organization (Avey et al., 2015; Park et al., 2019) by diminishing employees' perceived work efficiency. Workers with high abusive supervision consider that their work life is violated and, in turn, develop high turnover intention (Xu et al., 2018). Hence, under high levels of abusive supervision, engaged employees perceive abusive supervisors as a barrier that hinders them from having their psychological needs met, which, in turn, reduces their job embeddedness. Accordingly, the positive association between work engagement and job embeddedness is mitigated for abused workers. Additionally, as presented by H2, work engagement mediates the harmonious passion-job embeddedness relationship. Hence, abusive supervision may moderate the indirect relationships among harmonious passion, work engagement, and job embeddedness. These corresponding hypotheses are as follows.

H3: Greater perceived abusive supervision alleviates the positive association between work engagement and job embeddedness.

H4: Abusive supervision moderates the indirect effect of work engagement on the linkage between harmonious passion and job embeddedness.

According to the literature review and the hypotheses proposed, the proposed framework served as a moderated mediation model that can explain the structural relationships among harmonious passion, work engagement, abusive supervision, and job embeddedness (Figure 1).

(Please insert Figure 1 about here)

3. Research method

3.1 Sampling and data collection

In the current study, questionnaires were administered to collect information from Taiwanese full-time hotel employees. According to the Taiwan Tourism Bureau (2019), Taiwan has 79 international tourist hotels. Data for the study were obtained from full-time employees who worked in the international hotel industry. Before conducting the survey, our research team connected with managers employed in the personnel department to understand their inclination toward participating in our survey. Finally, 15 hotels agreed to participate in our survey. Participants' anonymity and the confidentiality of their responses were guaranteed to eliminate common method variance (CMV) (Podsakoff et al., 2012).

We distributed the questionnaires among all participating hotels between October and December 2019. Each personnel manager received a package comprising 20-25 questionnaires and a cover letter explaining the objectives of the survey. We guaranteed that the empirical results would not be shared with anyone, and the envelopes would be returned. The participants returned the completed questionnaires to us directly to ensure confidentiality. We provided the respondents with a gift (NT\$50 coupon) to compensate them for their participation.

After 3 months, we received 298 questionnaires. After eliminating 20 responses with incomplete answers or multiple responses, we collected 278 valid responses. Based on Westland's (2012) formula, the lower standard of the sample size for our research framework was 166 cases. Hence, 278 responses met the cutoff. In this study, 61.9% of the respondents were female employees, 30.9% were aged 26-35 years, 55.8% were college graduates, 59.7% were single, and 47.5% had an employment tenure of 6-10 years.

3.2 Measures

Established questionnaires from previous studies were adopted to evaluate harmonious passion, work engagement, abusive supervision, and job embeddedness. We employed back translation to decrease the possibility of translation bias before conceiving the final questionnaire draft; that is, we translated the English version of the questionnaire items into Chinese and then back translated the Chinese version into English. Both versions of the questionnaire had the same meaning. Additionally, before distributing formal questionnaires, a pretest with 30 respondents who had worked in the hotel industry was conducted to ensure whether the questionnaire was valid and reliable.

Harmonious passion and work engagement were measured using three items provided by Trépanier et al. (2014) and nine items proposed by Schaufeli et al. (2006), respectively. Abusive supervision and job embeddedness were evaluated using five items and six items suggested by Mitchell and Ambrose (2007) and Crossley et al. (2007), respectively. All responses were measured on a 5-point Likert scale that ranged from 1 (strongly disagree) to 5 (strongly agree).

4. Results

4.1 Reliability and validity of measurement properties

The composite reliability scores of harmonious passion, work engagement, abusive supervision, and job embeddedness ranged from 0.73 to 0.96. These values were above the standard value (0.6) suggested by Bagozzi and Yi (1988), indicating the high reliability of our questionnaires. After deleting some questionnaire items (factor loading was nonsignificant), a confirmatory factor analysis (CFA) revealed acceptable fit indices ($\chi^2/df = 2.62$, RMR = 0.06, SRMR = 0.07, RMSEA = 0.08, IFI = 0.94, TLI = 0.93, CFI = 0.94), indicating that our model had a good fit. Moreover, factor loadings were all significant. Thus, the results supported convergent validity. The squared

correlations of all variables were lower than the average variance extracted for each construct (Table 1). Thus, all constructs demonstrated discriminant validity.

The current research employed the self-reported questionnaire survey instrument. We employed Harman's one-factor test and CFA to test common method bias (CMS). The results of Harman's one-factor test suggested that many factors had eigenvalues >1 . The first factor explained 39.13% of the variance, which was lower than the 50% variance suggested by (Lin, 2007). Additionally, the fit values of CFA indicated that all questionnaire items were loaded one factor as follows: $\chi^2/df = 15.02$, $RMR = 0.16$, $RMSEA = 0.23$, $SRMR = 0.18$, $IFI = 0.46$, $TLI = 0.39$, $CFI = 0.45$. These values were worse than that of the hypothesized model. Thus, CMS did not affect our empirical findings.

(Please insert Table 1 about here)

4.2 Correlation analysis

Table 1 presents the correlation between the main constructs in this research. Harmonious passion significantly and positively related to work engagement (0.53) and job embeddedness (0.45) and negatively associated with abusive supervision (-0.17). Work engagement significantly and positively related to job embeddedness (0.57) and negatively associated with abusive supervision (-0.29).

4.3 Hypotheses testing

The fit values of structural equation modeling indicated the following: $\chi^2/df = 3.18$, $RMR = 0.07$, $SRMR = 0.08$, $IFI = 0.93$, $TFI = 0.92$, $CFI = 0.93$. The coefficient from harmonious passion to job embeddedness was 0.09 ($p > 0.05$). Hence, H1 was not supported. Additionally, harmonious passion positively and significantly linked to work engagement ($\beta = 0.63$). Moreover, work engagement was

positively and significantly associated with job embeddedness ($\beta = 0.49$) and had an indirect effect on the relationship between harmonious passion and job embeddedness, with confidence intervals (CIs) of 0.19 and 0.45, which did not include zero. Thus, work engagement fully mediated the influence of harmonious and obsessive passion on job embeddedness. Hence, H2 was supported.

According to Ribeiro et al. (2018) and Lee et al. (2019), this study tested H3 and H4 through the model 14 of the macro provided by Hayes (2012). The variables in the analysis were mean centered with 95% CIs and 5000 bootstrap samples. The interaction between work engagement and abusive supervision was significant ($t = 1.88, p < 0.1$). Additionally, the relationship between positive work engagement and job embeddedness was stronger for employees under high abusive supervision (Figure 2). Thus, H3 was not supported. Moreover, abusive supervision moderated the indirect influence of work engagement on the association between harmonious passion and job embeddedness (Table 2) (moderated mediation index = 0.06, CI [0.0079, 0.1330]). Therefore, H4 was supported.

(Please insert Table 2 about here)

(Please insert Figure 2 about here)

5. Discussion

Chen et al. (2019) suggested that the influence of job passion on work outcomes warrants research attention. The present study responds to this call and contributes to the previous literature by examining the harmonious passion-job embeddedness relationship and the mechanism and conditional boundary pertaining to that relationship. Our findings showed that harmonious passion had no relationship with job embeddedness. Work engagement fully mediated the harmonious passion-job embeddedness relationship. The association between work engagement and job

embeddedness and the indirect effect of work engagement on the relationship between harmonious passion and job embeddedness were moderated by abusive supervision. These findings complement the dualistic model of passion, JD-R model, as well as research on work engagement, abusive supervision, and job embeddedness.

5.1 Theoretical implications

The empirical results revealed that a high level of harmonious passion does not strengthen job embeddedness. However, these findings are not consistent with the statements of Teng (2019) and Chen et al. (2019) that harmonious passion has a positive effect on positive psychological attitudes, which may be attributed to the fact that harmonious passion encourages employees to achieve their work goals voluntarily, with no need for external pressure. However, long work hours are common in the hotel industry (Sen and Bhattacharya, 2019), and this requirement may affect employees' work-life balance. Hence, work characteristics may influence the effect of harmonious passion. Additionally, considering the inconsistent influence of harmonious passion on work outcomes, scholars have suggested that other variables should be considered to explain the influence of harmonious passion (Pollack et al., 2020). In other words, considering harmonious passion is not sufficient to explain job embeddedness. Work engagement and abusive supervision cannot be ignored in the association between harmonious passion and job embeddedness.

The harmonious passion-job embeddedness relationship is mediated by work engagement. Harmonious passion toward work can enhance employees' work engagement. Additionally, strong vigor, dedication, and absorption at work can influence employees' job embeddedness; that is, harmonious passion can influence job embeddedness through work engagement. Hence, based on JD-R model (Karatepe et al., 2014), work engagement can be seen as a referent of how harmonious passion affects job embeddedness. When managers detect that their subordinates are not engaged in

work, they can make an effort to enhance the harmonious passion of employees with low work engagement, thereby increasing their job embeddedness because of improved work engagement. Our findings complement the findings of previous studies that have treated work engagement as a mediator (Chen, 2019; Jang et al., 2020).

This research investigated the boundary conditions of the relationship between work engagement and job embeddedness. Prior studies have highlighted the critical role played by abusive supervision in hospitality organizations (e.g., Shum et al., 2020; Zhao and Guo, 2019). However, to the authors' knowledge, researchers have not explored whether abusive supervision moderates the bridge between work engagement and job embeddedness. Hence, our findings contribute to the literature by demonstrating the moderating effect of abusive supervision. Unexpectedly, the positive work engagement-job embeddedness relationship is stronger for abused workers. This could be because destructive leadership can be adopted as a strategic approach to change employees' behavior and produce positive consequences (Ferris et al., 2007), and abusive supervision is one type of destructive leadership (Wu and Lee, 2016). Therefore, hotel employees may not be fully aware of the abuse inflicted by their supervisors. Additionally, most respondents in our study had long organizational tenures and sufficient work experience to cope with supervisor's misbehaviors; that is, they may have been ignoring the harmful aspects of abusive supervision because of being habituated to that type of leadership. A positive association between work engagement and job embeddedness is observed under high abusive supervision. Additionally, harmoniously passionate employees tend to internalize workplace stressors (Chen et al., 2019). The indirect influence of work engagement on the association between harmonious passion and job embeddedness exists for employees who are abused at their workplaces. These findings seem to supplement the literature by highlighting abusive supervision as an antecedent and outcome (Al-Hawari et al., 2020; Eissa et al., 2019); that is, abusive supervision can be examined as a moderator.

5.2 Managerial implications

On the basis of empirical results, this study offers several recommendations for managers. First, personnel managers should focus on enhancing employees' harmonious job passion. To this end, they can establish a supportive work environment or conduct training programs that encourage employees to serve as active job crafters (Teng, 2019), thereby enabling employees to reshape their work context independently to increase their passion toward work. Second, work engagement mediates the harmonious passion-job embeddedness relationship. Hence, strengthening the mediating effect of work engagement can improve the positive influence of harmonious passion on employees' job embeddedness. Thus, increasing the psychological bonding between employees and their work and enhancing employees' engagement are highly beneficial for managers. To this end, supervisors can plan workshops that strengthen employees' ability and skills to address work-related problems. Additionally, managers can evaluate employees' work engagement through the questionnaire items proposed by Schaufeli et al. (2006). This is because hotel workers usually have low salaries and irregular working time, which diminishes their vigor, dedication, and absorption (Buil et al., 2019).

The significant influence of abusive supervision in the mediated associations between the studied variables offers managerial implications. Abusive supervision can be used as a political strategy by managers for ensuring that their subordinates work more effectively. Therefore, managers need to convey to their employees the reason behind them adopting an unfriendly stance, both formally and informally. That is, harmoniously passionate employees perceive that abusive leaders are on their side for work accomplishment. Then, they have more engagement and embeddedness at work.

5.3 Limitations and future studies

First, the current research implemented a cross-sectional research design, which may have influenced the causal association derived from our findings. Future studies should adopt a longitudinal research design. Second, our study only recruited employees in the hotel industry. Therefore, the findings cannot be generalized to employees in other industries. Future studies should explore this research topic among employees in other industries (e.g., education and logistics). Finally, the current research explores the moderating effect of abusive supervision in the associations among harmonious passion, work engagement, and job embeddedness. Future studies can consider other types of leadership (e.g., servant leadership and transformational leadership) to broaden the current research's theoretical framework.

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Table 1. Summary of Basic Characteristics of all variables

Variable	Mean	SD	1	2	3	4
1. Harmonious passion	3.62	0.68	0.50			
2. Work engagement	3.53	0.65	0.53**	0.65		
3. Abusive supervision	2.00	0.87	-0.17**	-0.29**	0.81	
4. Job embeddedness	2.83	0.83	0.45**	0.57**	-0.06	0.75

Note: ** p<0.01; the coefficients on the diagonal are average variance extracted

Table 2. Conditional indirect bootstrap estimates for abusive supervision

	Boot indirect effect	Boot SE	LL CI	UL CI
Low abusive supervision	0.26	0.06	0.16	0.39
High abusive supervision	0.36	0.06	0.26	0.49

Note: Level of confidence for all confidence intervals is 95%; LLCI = Lower limit confidence interval; ULCI = Upper limit confidence interval

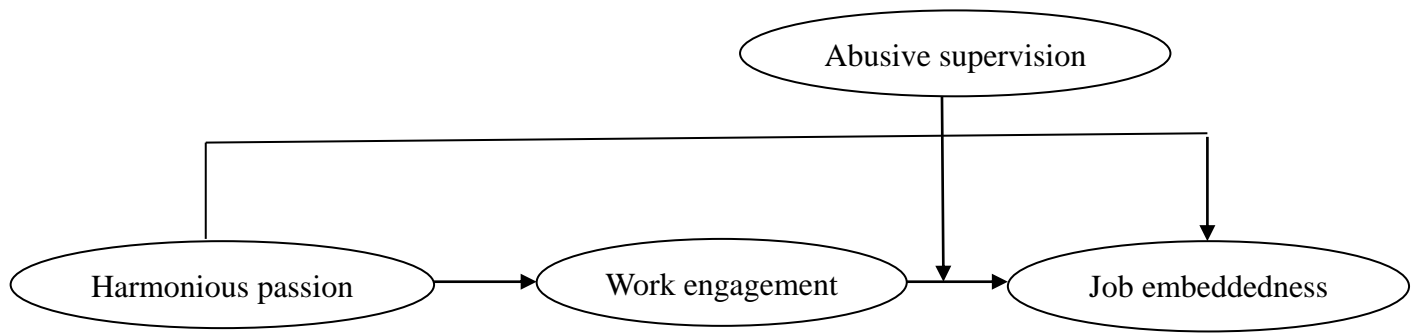


Figure 1. Conceptual Model

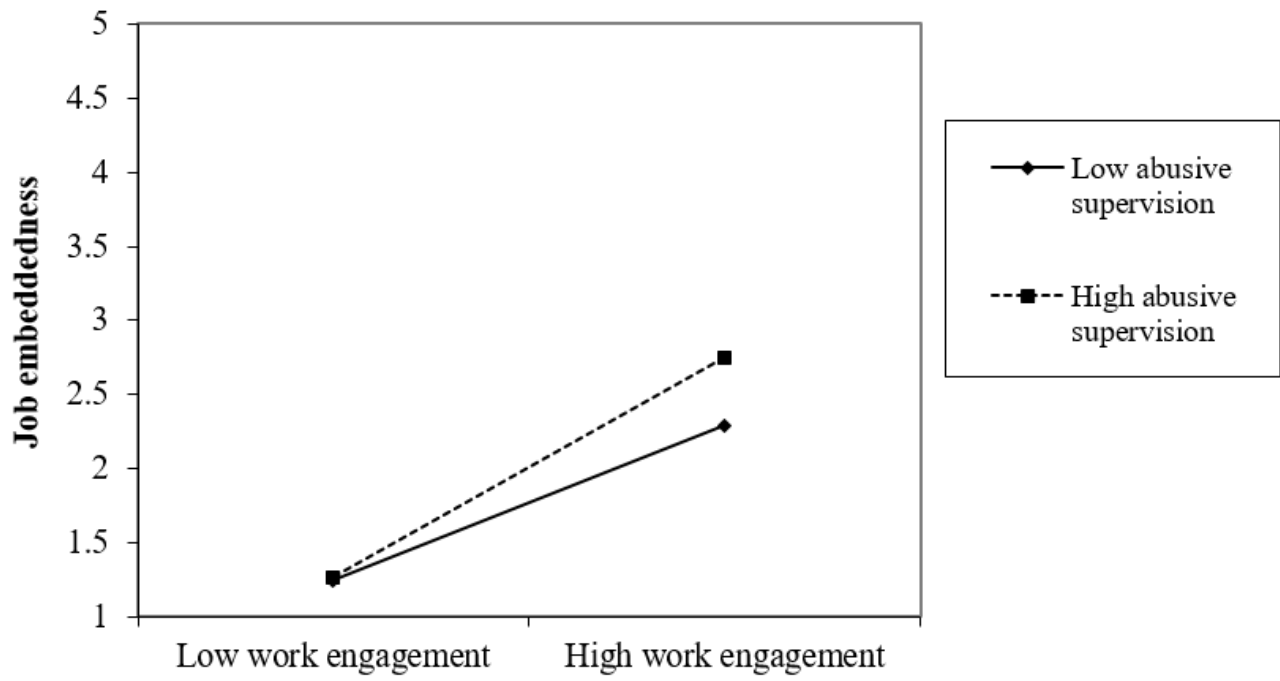


Figure 2. Interaction of work engagement and abusive supervision on job embeddedness