

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Francis Wong	Student ID number:	1917312
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Academic honesty / referencing:	Academic honesty is required. In the main body of your submission, you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

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Abstract

Purpose – The purpose of this study is to examine the relationship between resilience, intention to leave, work engagement and the moderating variable of abusive supervision.

Design/methodology/approach – This study adopts an online survey approach to survey adult with full time or part time job.

Findings – Based on the 113 responses received from Hong Kong and US to analyze the 4 hypotheses to find out whether abusive supervision moderates the relationship between resilience and intention to leave and work engagement, respectively. The findings show that:

- H1: Stronger the employees' resilience, lower their intention to leave will be. This hypothesis is not supported from the data.
- H2: Stronger employees' resilience, higher their work engagement will be. This hypothesis is supported from the data.
- H3: Employees' perception of abusive supervision has a moderating effect on the relationship between intention to leave and resilience. This hypothesis is supported.
- H4: Employees' perception of abusive supervision has a moderating effect on the relationship between work engagement and resilience. This hypothesis is not supported.

Keywords –Abusive supervision, Resilience, Work engagement, Intention to leave

Introduction

There are different reasons for staff to leave the company, in some industries, the annual staff turnover can be as high as 50%. (Eby et al., 2008) Staff turnover certainly will have impact to the business, it may be as low as the advertisement cost to replace the vacancy or may create disturbances to the company business. In some industries that require direct services to customers, such as the tourism and hospitality, a rising employee turnover rate will be considered by both the practitioners and the researchers as a serious human resources problem.(Karatepe and Shahriari, 2014) Also, high turnover rate is believed to be one of the most challenging management issues. (Cho et al., 2006) To satisfy the demanding needs of customer is not easy and require highly motivated employees to achieve.(Dai et al., 2016, 2018; Li et al., 2012) A research has been done to examine the impact of employee turnover on operating performance in settings that require high levels of knowledge exploitation using 48 months of turnover data. The research found that, on average, employee turnover is associated with decreased performance, as

measured by profit margin and customer service.(Ton and Huckman, 2008) High employee turnover rates may jeopardize efforts to attain organizational objectives. In addition, when an organization loses a critical employee, the effects on innovation, consistency in providing service to customers and timely delivery of services to customers may be negatively affected. (Philipina Ampomah and Samuel K. Cudjor, 2015)

The word “resilience” came from the Latin verb *resilire*, or “to leap back”. Oxford English Dictionary defined it as “being able to withstand or recover quickly from difficult conditions”(Hu et al., 2015) Resilience also used, in psychology, to describe the capacity that an individual to feel himself/herself again and adapting flexibly to the changing demands of stressful experiences after going through negative emotions. (Lazarus, 1993; Niitsu et al., 2017) Previous research on the causes of intention to leave did not consider the influence of the employees' resilience (Karatepe et al., 2014; Kim, 2014; Pang et al., 2015). In fact, there is no study to explore the impact of employees' resilience on their work engagement.

The question is, will situational-factors influence the impact on intention to leave, if we assumed the employees' resilience has an impact on their work engagement and intention to leave? The issue of abusive supervision in the workplace, are being under focus, in recent years, (Zhang et al., 2014a) especially, the employees' coping behaviors may be increased by the abusive supervision. (Tepper et al., 2011) This research assumed that abusive supervision might be an important situational variable that may influence the relationship between employee's work engagement, resilience and their intention to leave. Therefore, it is a research gap regarding the moderating effects of abusive supervision on the relationships between intention to leave, resilience, and work engagement. (Dai et al., 2019)

Behavior is a result of the interaction between situational factors and personality, according to the interactionism perspective. This viewpoint in the personality and social psychology field has a long history. (Palmer et al., 2017) Based on this perspective, this research examines whether the relationship between their intention to leave/work engagement (behaviors) and employees' resilience (personality factor) and will be subject to the moderating effect of abusive supervision (situation factor).

Literature review and development of hypotheses

Resilience

Some scholars believe that resilience refers to the capacity of an individual adjusting himself/herself to the constantly changing environment to recover from negative emotions. (Hu et al., 2015; Niitsu et al., 2017) Resilience could also be defined as “a phenomena that describes an individual, even in the context

of adversity or risk, displaying a positive adaptation”.(Masten, 2001) Resilience is also considered as an important fact in relation to the roles that prevent negative behaviors and disease. (Ryff and Singer, 1996) Hence, Ryff defined resilience as the ability, in the face of hardship, to regain or maintain a high sense of well-being. (Ryff et al., 1998) Previous study indicated that a resilient individual will buffer negative consequences from difficult times to maintain their psychological and physical health. (Connor and Davidson, 2003) Scholars noted that resilient individuals will minimize the effects on themselves under stressful events through using their psychological resources effectively by proactively prepare for the hardships. (Fornell and Larcker, 1981) Research also found out that resilience is not a stable trait, but a dynamic process. Resilience as a dynamic process of adaptation can potentially be trained. (Chmitorz et al., 2018) Psychology Today also mentioned that many factors will determine resilience, it may include genetics, early life experiences, and luck. However specific resilience-building skills can be learned. These include breaking out of negative thought cycles, pushing back against catastrophizing, and looking for upsides when faced with setbacks. (“Resilience | Psychology Today,” n.d.)

Intention to leave

Intention to leave is defined as a subjective assessment of the possibility to leave the organization in the short-term of the employee. (Marguerite TheronI et al., 2014) It may also include the idea of seeking employment elsewhere and leaving the organization. (Li et al., 2017) Some scholars had tried to explain the employees' turnover by using the turnover intention model. They used the intention to leave to measure the turnover behavior. Previous studies proved that one of the strongest indicators of employee turnover is the intention to leave. (Griffeth et al., 2000) The research findings of (Kim, 2014) suggest that, for newcomers, work-related factors, job prospects, and personnel management, however for experienced staff, supervisor support is a cause of their intention to leave. External factors are important causes to both groups for the intention to leave. Regarding to the frontline employees, (Pang et al., 2015) discovered that these factors are significantly correlated with intention to leave, such as job security, job-hopping, job satisfaction, training, and promotion opportunity. Regarding the time frame for the intention to leave, previous studies found that it may be from 6 months to as long as 5 years. The intention to leave may refer to the change of employer or if the employer is in special industries, such as nurses, intention to leave may include to leaving the profession. (Flinkman et al., 2010; Glambek et al., 2014) However, in most studies related to intention to leave, such as the popular NEXT-Study, 1 year is used as the time frame. (Flinkman et al., 2010) NEXT-Study is a nurses' early exit study conducted in the 10 European countries. (Meißner et al., 2007) In this study, we use one year for the timeframe of intention to leave.

Work engagement

Work engagement is defined as a work-related, fulfilling, positive state of mind, and it could be characterized by dedication, absorption, and vigor. (Schaufeli et al., 2006) Work engagement is related to the degree of the optimal functioning and activation of the perceived well-being in the workplace. (Christian et al., 2011) Employees' work engagement is examined more and more in recent research. (Karatepe et al., 2014; Li et al., 2012) For example, the employees in the frontline of five-star hotels in Northern Cyprus are examined, (Karatepe et al., 2014) reported that work engagement has mediating effect among the relationships of affective organizational commitment, challenge stressors, and job performance. Employees who are engaged in their work are energetic and enthusiastic about their work. They are immersed completely in their work activities. Studies show that there are mean level differences in work engagement between employees as a function of behavioral strategies, working conditions, and personal characteristics, using a between-person approach, (Bakker and Demerouti, 2014)

Leader member exchange (LMX) explained the leadership effect on subordinates. According to this theory, the leader will have stronger trust, emotional and respect-based relationships with some of the subordinates, but not the others. That is the leaders do not treat each subordinate in the same way. This treatment to the subordinates will affect the work-related attitudes and behaviors of those subordinates. These attitudes and behavior depend on how they are treated by their leader. (Rockstuhl et al., 2012; Talya N. Bauer and Berrin Erdogan, 2015) A research by an investigation of employees in Southern China found that leader member exchange (LMX) was positively related to employees' job performance. (Li et al., 2012) They also found that the relationship between LMX and employees' job performance can be mediated by work engagement, and the LMX's influence on work engagement can be strengthened by human resource management consistency.

Abusive supervision

Abusive supervision is defined as subordinates' perceptions of the prolonged display of nonphysical hostile verbal and nonverbal behaviors by their supervisors – such as public ridiculing and belittling, taking credit for subordinates' work, giving subordinates the silent treatment, and invading subordinates' privacy. (Tepper, 2000) Research found that employees, who have lower emotional stability or conscientiousness, will experience higher chance of negative emotions, and higher levels of abuse. (Henle and Gross, 2014) Subordinates might have subjective feeling of the same behavior; one may consider a supervisor's behavior hostile while another views it as acceptable. Therefore, research on abusive supervision is about the measure of abuse from subordinates' angle because it is the subordinates'

perceptions of supervisory behavior. (Mitchell and Ambrose, 2007) Therefore, if the perceptions of the subordinate change, the effect of abusive supervision may be gone. (Tepper, 2000) In short, abusive supervision is a perception of mistreatment of subordinates by the supervisor. (Frieder et al., 2015) Therefore, it should require be properly coped by employees' sustained efforts. (Frieder et al., 2015)

Mitchell found that the effect of abusive supervision would be stronger when an employee have stronger negative beliefs. (Mitchell and Ambrose, 2007) Previous study noted that employees tend to engage in deviant behaviors such as working slower than usual or even fraud and theft, in reaction to abusive supervision. (Tepper et al., 2001) Xu found that because they feel emotionally exhausted, abused subordinates used to stay silent in the workplace. (Xu et al., 2015). Time-lagged data used by (Lyu et al., 2016) found that service employees' customer-oriented OCB (organizational citizenship behavior) was negatively affected, because abusive supervision undermines work engagement. (Lyu et al., 2016) indicated that abusive supervision has direct effect on work engagement and has indirect effect on customer-oriented OCB via work engagement was strengthened by hostile attribution bias, and when hostile attribution bias was high, the relationships were stronger.

The impact of abusive supervision to any organization should not be ignored. Based on a study of Albert Bandura in 1961, employees experienced abusive supervision may transmit this abusive supervision to their own subordinates, that is, the abusive supervision may pass down. (Bandura et al., 1961) On the other hand, in some cases, the abusive supervision may not pass down. (Mawritz et al., 2012; Rice et al., 2020) However, there is no study on how long it takes the abusive supervision to pass down. Mawritz's found that abusive manager behavior is positively related to abusive supervisor behavior, which in turn is positively related to work group interpersonal deviance.

It is an important topic about the relationship between work turnover and abusive supervision. (Haar et al., 2016) found abusive supervision reduces perceived organizational support and increases turnover intentions. (Pradhan and Jena, 2017) also confirm that subordinates' intention to quit can be strongly increased by abusive supervision. Also, their study finds the relationship between intention to quit and abusive supervision can be significantly moderated by meaningful work.

The effect of resilience on work engagement and intention to leave

(Deci and Ryan, 2000) proposed that one of the important driver of motivation is self-determination. Motivation can be classified in different levels as intrinsic motivation, extrinsic motivation and amotivation. Intrinsic motivation is when an individual participates in the activity because he/she has personal interest in the activity itself, and has satisfaction on understanding, learning and exploring of

the activity, and the excitement experienced in joining the activity (Deci and Ryan, 2010). Extrinsic motivation describes how to motivate an individual to attain a desired outcome when participating in certain activity by his/her enthusiasm, and amotivation is a state that is absence of motivation or lacking any intention. (Vallerand, 2000).

Self-determination theory also stated that individual's behaviors are influenced by three main psychological needs, including relatedness, competence, and autonomy (Deci and Ryan, 2004). Relatedness indicates the satisfaction perceived by an individual when he/she is accepted by others. Competence refers to the perception of how an individual can control and handle the outside environment. Autonomy involves the perception of how an individual acts independently and controls personal behavior. (Deci and Ryan, 2000).

According to the self-determination theory (Deci and Ryan, 2004), it concluded that competence and autonomy will influence the employee's intention to leave. If the employees' resilience is stronger, they will be more adaptable to the constantly changing environment and will be more able to recover from negative emotions. They thus show great confidence in controlling personal behavior or handling the outside environment. Such perspective suggests that these employees with strong resilience will choose to stay in their position and accomplish the task assigned by the company to raise their own competence and autonomy. Their work engagement will be elevated and their intention to leave will be lowered accordingly.

As stated above, this study proposed the following hypotheses:

- H1: Stronger employees' resilience, the lower their intention to leave will be.
- H2: Stronger employees' resilience, the higher their work engagement will be.

Abusive supervision in a moderating role

According to self-determination theory (Deci and Ryan, 2004), We proposed that the employee's intention to leave is not only affected by autonomy and competence, but also by relatedness. In other words, the extent of their work engagement and intention to leave will be influenced by the abusive supervision the employees perceived. As shown by the interactionism perspective (Du et al., 2018), this study proposed the work engagement and intention to leave of the employees might be the results of the interaction between the abusive supervision (situation factor) and the resilience (personality factor). Reduction of their intention to leave and enhancing their work engagement may be strengthened by the effect of their resilience. Conversely, these employees may find it hard to integrate into their jobs, while

perceiving high level of abusive supervision. But those are actually more confident about their ability in adjusting to their working environment are those with strong resilience. Hence, enhancing their work engagement and reducing their intention to leave may be hampered by the effect of their resilience.

The following hypotheses are proposed by this study, based on the above arguments:

- H3: Employees' perception of abusive supervision has a moderating effect on the relationship between resilience and intention to leave.
- H4: Employees' perception of abusive supervision has a moderating effect on the relationship between resilience and work engagement.

Conceptual framework

This study reviews the important literature regarding the abusive supervision, work engagement, intention to leave and resilience of previous research papers. Employees' resilience has an impact on their work engagement and intention to leave. It is unknown that how the situational factors affected such influence. Currently, it attracts more and more attention on the issue of abusive supervision (Zhang et al., 2014b); specifically, employees' coping behaviors may be increased by abusive supervision (Tepper et al., 2011). This study developed a conceptual framework with four hypotheses, based on the above literature review (Figure. 1).

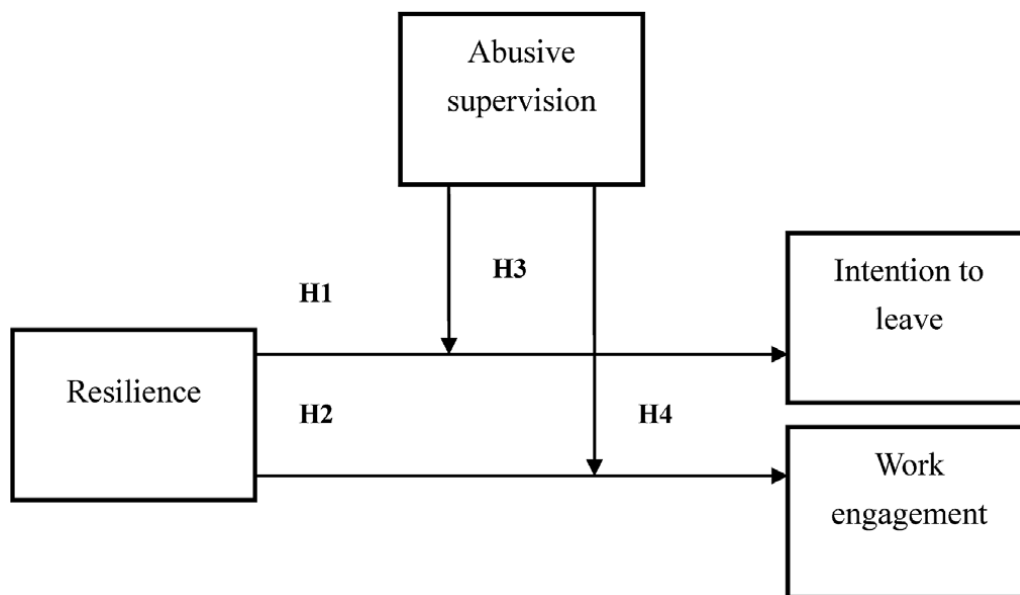


Figure 1 Conceptual framework

Figure. 1 shows the conceptual framework for the four hypotheses of this study. Figure 1 illustrates that the stronger the resilience of the employees, their intention to leave will be lower and their work engagement will be higher. This figure also shows that the relationships between work engagement, and intention to leave to resilience respectively will be moderated by the employees' perception of abusive supervision.

Method

Sampling

To facilitate easier data collection, Survey Monkey is used for the online questionnaire. Initially, classmates and some social groups are invited to fill the questionnaires, however, the response rate is very low and finally only 17 responses include 1 incomplete response after 1 week. This incomplete response is removed as it is invalid for sequence tests. Based on these figures, the responses will be too low even after 3 weeks. In view of the low response rate, Survey Monkey Audience Services is used. 97 responses from US are received. Questionnaires are sent to Americans with both full time and part time employment, aged 19 to over 60 and all genders. The responses come with the information from Survey Monkey, such as Gender, Household Income, and Region. The total responses are 113 excluding the incomplete response. In these 113 responses, all questions are answered.

Data Quality

Other than the number of responses should be received in a timely manner, the data quality of the responses is very important to the research. According to Aaron Moss of Cloud Research, Data quality is a complex and multifaceted construct, and it is difficult to precisely define. Data quality can be defined as follows:(Aaron Moss and Leib Litman, 2020)

1. Quality data are fit for their intended purpose,
2. Quality data have a close relationship with the construct they are intended to measure.

Survey Monkey has stated their data quality approaches for researchers. Their approaches are stated as:

Accurate targeting

- We regularly refresh panelist profiles, and you can fine-tune your targeting with balancing and custom screeners.

Panel calibration

- We run ongoing panel calibration studies to ensure our response quality meets internal and industry benchmarks.

Bot detection

- We prevent duplicate or fraudulent respondents on your behalf, so you can focus on analyzing your insights rather than quality control.
- Comment: Any respondent can only take the questionnaire once. It is obviously better than Google Form.

Response quality

- View respondent metadata to detect speeding and filter or delete individual responses from your analysis.

Quality guarantee

- If you still encounter poor quality responses, our team will replace them at no extra cost to ensure you receive all the completed responses included in your purchase.

Data quality from survey is an especially important element of a research. Therefore, if the data has problem, the research findings may be invalid.

Measurement

To ensure that well defined scales are used, scales are adopted from previous research. The operational definition of resilience in this study involves employees' capacity for adjusting to a constantly changing environment and recovering from negative emotions, as defined by (Block and Kremen, 1996; Hu et al., 2015; Niitsu et al., 2017). Resilience is measured by the **fourteen-item** scale of (Block and Kremen, 1996).

Intention to leave refers to the possibility of leaving the organization in the short-term by an employee's subjective assessment, as defined by (Bluedorn, 1982; Haar et al., 2016; Karatepe and Shahriari, 2014; Marguerite TheronI et al., 2014). Intention to leave is measured by the **four-item** scale of (Bluedorn, 1982).

Work engagement in the study involves a fulfilling, positive work-related state of mind, and it could be characterized by dedication, vigor and absorption, based on the demonstration of (Schaufeli et al., 2006). Work engagement is measured by the **nine-item** scale of (Schaufeli et al., 2006).

Abusive supervision refers to subordinates' perceptions of the extent that their supervisors exhibit hostile expressions, both verbal and nonverbal, based on the definition of (Mitchell and Ambrose, 2007; Tepper, 2000). Abusive supervision is measured by the **five-items** from (Mitchell and Ambrose, 2007).

Therefore, the whole questionnaire has 32 items, the measurements of resilience, intention to leave, work engagement, and abusive supervision are based on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The same procedure has been used for all the above measurements of this study. The items of each construct were cited from previous literature. These items are reviewed, revised and confirmed by human resources professionals and scholars in a study conducted by (Dai et al., 2019).

Analysis

A few analyses were used in this study. Descriptive statistical analyses were used to describe the demographic backgrounds of the 113 responses, such as frequency and mean. SPSS software is used for the analysis. To access the reliability of the measures, Cronbach's alpha will be used. Multiple regression analyses will be used to test the four hypotheses respectively.

Results and discussion

Descriptive Statistical Analysis

Using online questionnaires to conduct the survey. As mentioned in the sampling section, 17 responses are revived from classmates and social groups. As the responses are low, Audience Services from Survey Monkey is used. A total of 97 responses are received. One result is removed, as only 4 questions out of 32 questions are answered. The rest of responses have all the 32 questions be answered.

Distribution by Gender

Table 1 Distribution by Gender

Gender		
	N	%
Male	54	47.8%
Female	59	52.2%

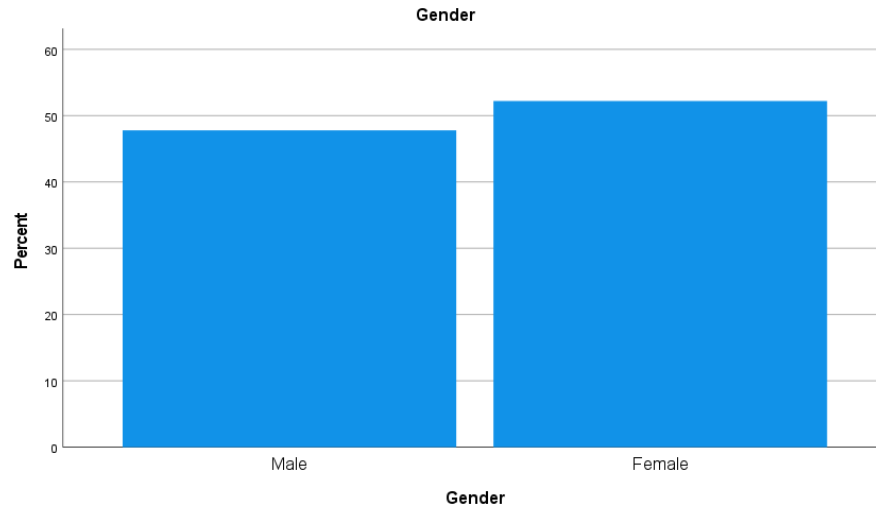


Figure 2 Distribution by Gender

The distribution is male 47.8% vs female 52.2%. The distribution is quite equal between two genders.

Distribution by Job Position

Table 2 Distribution by Job Position

Job Position		
	N	%
Staff	65	57.5%
Supervisor	5	4.4%
Manager	28	24.8%
Director/President	15	13.3%

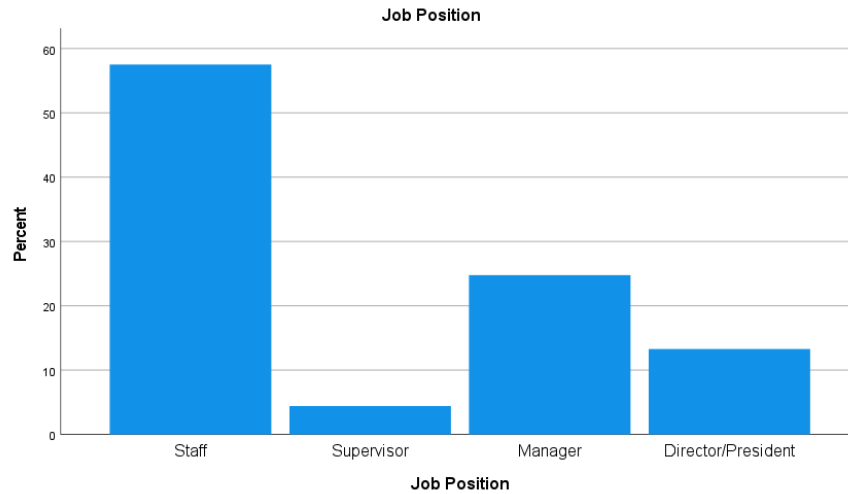


Figure 3 Distribution by Job Position

From the distribution, more than half 57.5% is staff, only 4.4% is supervisor, however, there are 24.3% is manager and 13.3% is Director/President. It is a common sense that number of staff should be more than manager and number of managers should be more than Director/President. However, the number of supervisors is exceptionally low. The reason for the exceptionally low in the number of supervisors is uncertain.

Distribution by Industry

Table 3 Distribution by Industry

Industry		
	N	%
Financial Services	10	8.8%
Tourism	4	3.5%
Trading ans Logistics	7	6.2%
Professional Services	33	29.2%
Retail Products and Services	12	10.6%
Education and Child Care	16	14.2%
Government	11	9.7%
Non-Gov Org/Non-Profit Org	8	7.1%
Others	12	10.6%

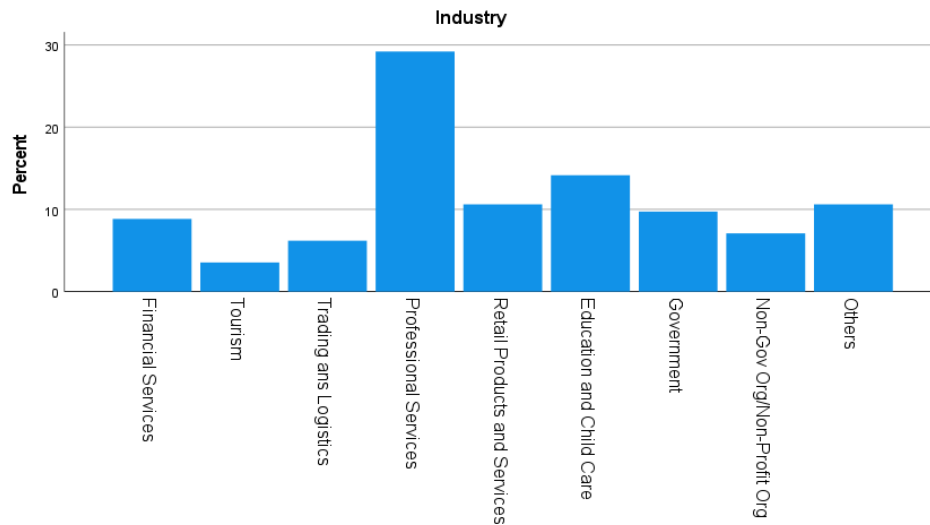


Figure 4 Distribution by Industry

From the information above, 29.2% of responses are from professional services. 14.2% is from Education and Child Care and 10.6% each from retail products and services and others. Distribution from other industries is fairly equal, with 9.7% from government, 8.8% from financial services, 7.1% from non-government organization/non-profit organization and 6.2% from trading and logistics.

Distribution by work location

Table 4 Distribution by Work Location

Work Location		
	N	%
Hong Kong SAR, China	16	14.2%
Mainland China	1	0.9%
Other Asia Countries - Japan, Korea, Singapore, Malaysia	1	0.9%
North America - US, Canada	95	84.1%

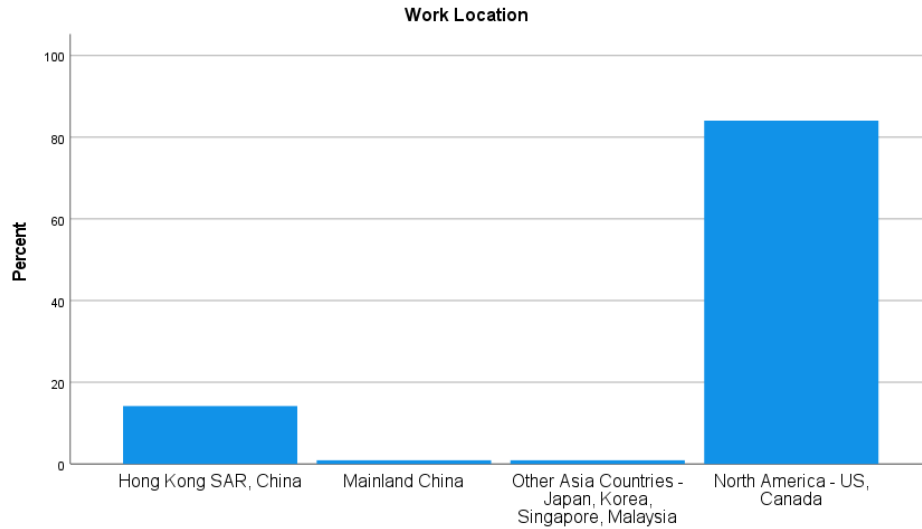


Figure 5 Distribution by work location

As the one collection of data is from classmates and social group, and another collection of data is from US, so it is not surprising that the work location is mostly either in Hong Kong or in North America. Even though the question has option for EU and Others, but there is no respondent choose either option.

Distribution by age

Table 5 Distribution by age

Age		
	N	%
18-29	29	25.7%
30-44	29	25.7%
45-60	32	28.3%
>60	7	6.2%
Missing System	16	14.2%

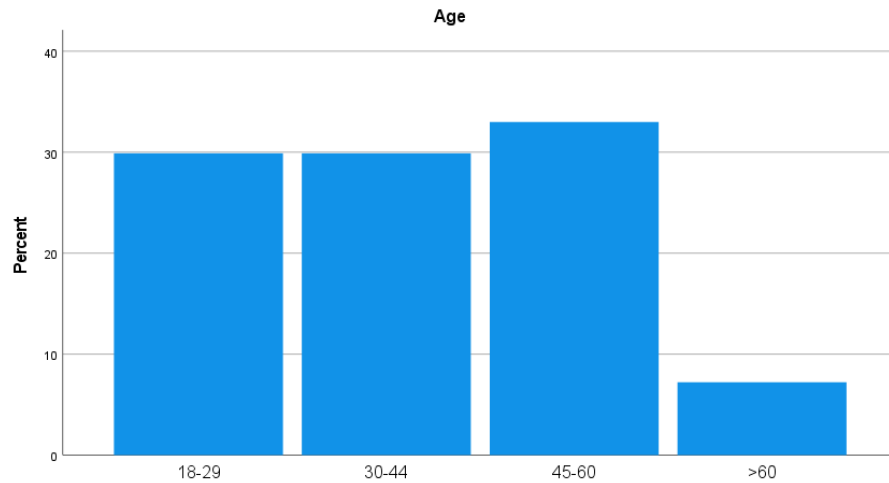


Figure 6 Distribution by age

From the above diagram, we can notice that the age distribution is quite equal except for the category of more than 60 years old. 14.2% of the respondents is missed from the system. This 14.2% is the respondents from the classmate and social group as this question is automatically added to the questionnaire by Survey Monkey.

Distribution by Annual Family income

Table 6 Distribution by Family Income

Family Income		
	N	%
\$0-\$9,999	4	3.5%
\$10,000-\$24,999	11	9.7%
\$25,000-\$49,999	15	13.3%
\$50,000-\$74,999	25	22.1%
\$75,000-\$99,999	16	14.2%
\$100,000-\$124,999	14	12.4%
\$125,000-\$149,999	2	1.8%
\$150,000-\$174,999	3	2.7%
\$175,000-\$199,999	1	0.9%
\$200,000+	1	0.9%
Prefer not to answer	5	4.4%
Missing System	16	14.2%

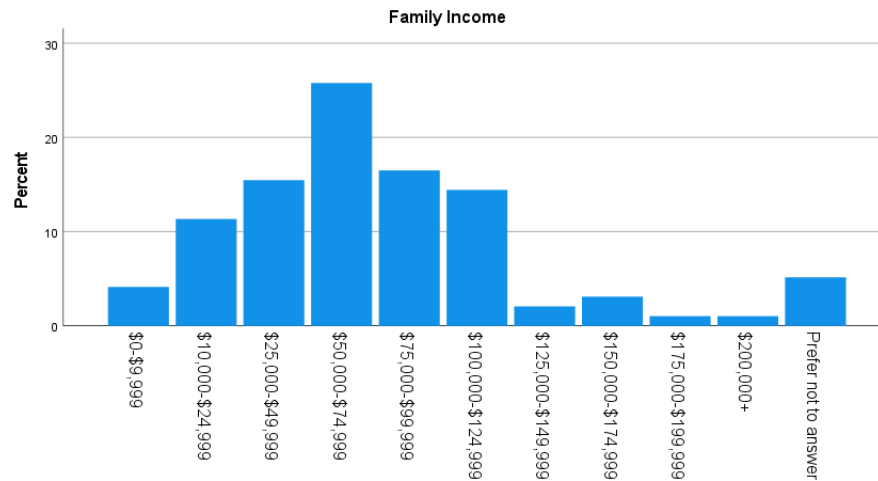


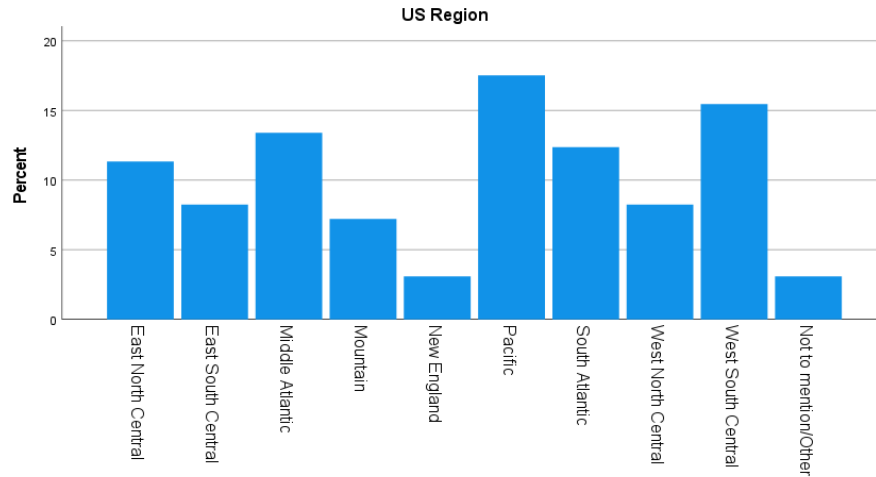
Figure 7 Distribution by Family Income

From the figure above, the annual family income of 25% of the respondents fall in the group of US\$50,000 to US\$74,999. Three groups of income have similar portion of the respondents, US\$75,000-US\$99,999 has 16%, US\$25,000-US\$49,999 has 15% and US\$100,000-US\$124,999 has 14%. 11% of the respondents are in US\$10,000-US\$24,999. 5% of the respondents prefer not to disclose their annual family income. From table 6, it is shown that, 14.2% of the respondents are missing from the system, it is because this question is only appeared in results from Survey Monkey and not from the results from classmates and social group.

Distribution by US region

Table 7 Distribution by US region

US Region		
	N	%
East North Central	11	9.7%
East South Central	8	7.1%
Middle Atlantic	13	11.5%
Mountain	7	6.2%
New England	3	2.7%
Pacific	17	15.0%
South Atlantic	12	10.6%
West North Central	8	7.1%
West South Central	15	13.3%
Not to mention/Other	3	2.7%
Missing System	16	14.2%



This distribution is about the US respondents, that is from the respondents from Survey Monkey. This question did not appear in the questionnaire for classmate and social group. 15% of the respondents is from the Pacific, 13.3% is from West South Central, 11.5% is from Middle Atlantic, 10.6% is from South Atlantic and 9.7% is from East North Central. Same as the questions above, 14.2% of the respondents did not answer this question, as this question only appeared in questionnaire for Survey Monkey.

Descriptive statistics for the individual scaled items

Resilience

Table 8 Descriptive Statistics for Resilience

Descriptive Statistics for Resilience					
	N	Minimum	Maximum	Mean	Std. Deviation
q1- I am generous with my friends.	113	1	5	3.86	1.101
q3- I quickly get over and recover from being startled.	113	1	5	3.51	.992
q9- I enjoy dealing with new and unusual situations.	113	1	5	3.62	1.088
q12- I usually succeed in making a favorable impression on people.	113	1	5	4.03	.773
q14- I enjoy trying new foods I have never tasted before.	113	1	5	3.85	1.104
q16- I am regarded as a very energetic person.	113	1	5	3.43	.934
q19- I like to take different paths to familiar places.	113	1	5	3.58	1.050
q21- I am more curious than most people.	113	1	5	3.97	.881
q23- Most of the people I meet are likable.	113	1	5	3.79	.818
q25- I usually think carefully about something before acting.	113	1	5	4.05	.833
q27- I like to do new and different things.	113	1	5	3.95	.833
q29- My daily life is full of things that keep me interested.	113	1	5	3.66	.922
q31- I would be willing to describe myself as a pretty "strong personality".	113	2	5	3.68	.938
q32- I get over my anger at someone reasonably quickly.	113	1	5	3.33	1.081
Valid N (listwise)	113				

For easy reference, question numbers are added to the list. From the above table, we found that the distribution of the data quite close together and the standard deviation ranged from 0.818 to 1.101. The mean is all above 3.3 and the maximum mean is 4.05, it indicated that most respondents selected towards

4 or 5. It means that most respondents consider themselves having high level of resilience. Question 25 has the highest mean in this group and with a standard deviation 0.833, the third lowest standard deviation, it indicated that more respondents are selecting 4 or 5 than other questions in the group.

Intention to leave

Table 9 Descriptive Statistics for Intention to leave

Descriptive Statistics for Intention to leave					
	N	Minimum	Maximum	Mean	Std. Deviation
q5- I often think about quitting.	113	1	5	2.56	1.246
q7- It is likely that I will actively look for a new job next year.	113	1	5	2.74	1.294
q11- I will probably look for a new job in the next year.	113	1	5	2.75	1.379
q13- I often think of changing my job.	113	1	5	2.85	1.290
Valid N (listwise)	113				

From the above table, all the mean is below 3, it means that most respondents select 1 or 2. With all standard deviation above 1, it indicated that most respondents select strongly disagree and disagree, therefore it means that most respondents have no intention to leave their existing employment.

Work engagement

Table 10 Description Statistics for Work Engagement

Descriptive Statistics for Work Engagemengt					
	N	Minimum	Maximum	Mean	Std. Deviation
q15- At my work, I feel bursting with energy.	113	1	5	3.32	.993
q17- At my job, I feel strong and vigorous.	113	1	5	3.42	.894
q18- I am enthusiastic about my job.	113	1	5	3.65	.998
q20- My job inspires me.	113	1	5	3.60	.978
q22- When I get up in the morning, I feel like going to work.	113	1	5	3.22	1.132
q24- I feel happy when I am working intensely.	113	1	5	3.82	.889
q26- I am proud of the work that I do.	113	2	5	4.19	.739
q28- I am immersed in my work.	113	1	5	3.63	.918
q30- I get carried away when I am working.	113	1	5	3.39	.940
Valid N (listwise)	113				

From the above table, all the mean is above 3, indicating that most respondents select 4 or 5. It indicated that most respondents have high work engagement, specifically on question 26, that no respondent select 1, which is strongly disagree on feeling proud of the work the respondent is doing. It is interesting but fit for our common sense that even most respondents are well engaged in their work, they do not feel like going to work when they wake up, as the mean is the lowest in the group. The data of this question is more spread out than other questions, as the standard deviation is the largest of 1.132.

Abusive Supervision

Table 11 Descriptive Statistics for Abusive Supervision

Descriptive Statistics for Abusive Supervision					
	N	Minimum	Maximum	Mean	Std. Deviation
q2- My supervisor ridicules me.	113	1	5	2.19	1.172
q4- My supervisor tells me my thoughts or feelings are stupid.	113	1	5	2.01	1.184
q6- My supervisor puts me down in front of others.	113	1	5	2.01	1.206
q8- My supervisor makes negative comments about me to others.	113	1	5	2.13	1.299
q10- My supervisor tells me I'm incompetent.	113	1	5	1.91	1.138
Valid N (listwise)	113				

From the above table, most respondents did not feel being treated by abusive supervision at their workplace, as all the mean are around 2, which are strongly disagree and agree. As all the standard deviation are more than 1, considering the mean is about 2, it indicated that most respondents select 1 or 2 with only a few select 4 or 5.

Factor Analysis

Exploratory Factor Analysis

The questionnaire we adopted in this study is in fact combined from 4 different measurement scales. These scales have been used by many previous studies. These scales are listed again below:

Factors	Scales	Adopted in previous studies
Resilience	14-item scale	(Block and Kremen, 1996)
Intention to leave	4-item scale	(Bluedorn, 1982)
Work engagement	9-item scale	(Schaufeli et al., 2006)
Abusive supervision	5-item scale	(Mitchell and Ambrose, 2007)

As these scales are well adopted by previous studies and the factor associated with the specific scale are clear. We will not further separate the factors into sub-factors. All measurements are based on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The remaining factor analysis will be conducted by each factor, that is, intention to leave, work engagement, resilience and abusive supervision, individually.

Confirmatory Factor Analysis

As discuss above, even though we did not conduct exploratory factor analysis, and we take the existing model as-is, we need to proceed to the confirmatory factor analysis to see whether we need to remove any item in a factor. That is, it is necessary to confirm the obtained results. To find out the reliability and

the internal consistency of the measures, Cronbach's α was calculated for each factor. A commonly accepted rule for describing the internal consistency is the Cronbach's α more than 0.7. Second, item statistics will be review again to check whether any exceptional high or low value. Finally, we will use item-total statistics to confirm items to be removed from each factor.

Reliability analyses

Resilience

Before we study the reliability of the factor, we first check to see whether there is any

Table 12 Reliability Statistics for Resilience

Reliability Statistics for Resilience		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.814	.819	14

The Cronbach's α of the factor Resilience is 0.814, which is more than 0.7, therefore, this factor is reliable and have internal consistency.(Sarmento and Costa, 2017)

Table 13 Item Statistics for Resilience

Item Statistics for Resilience			
	Mean	Std. Deviation	N
q1- I am generous with my friends.	3.86	1.101	113
q3- I quickly get over and recover from being startled.	3.51	.992	113
q9- I enjoy dealing with new and unusual situations.	3.62	1.088	113
q12- I usually succeed in making a favorable impression on people.	4.03	.773	113
q14- I enjoy trying new foods I have never tasted before.	3.85	1.104	113
q16- I am regarded as a very energetic person.	3.43	.934	113
q19- I like to take different paths to familiar places.	3.58	1.050	113
q21- I am more curious than most people.	3.97	.881	113
q23- Most of the people I meet are likable.	3.79	.818	113
q25- I usually think carefully about something before acting.	4.05	.833	113
q27- I like to do new and different things.	3.95	.833	113
q29- My daily life is full of things that keep me interested.	3.66	.922	113
q31- I would be willing to describe myself as a pretty "strong personality".	3.68	.938	113
q32- I get over my anger at someone reasonably quickly.	3.33	1.081	113

From Table 13 above, the mean for each question is quite close to each other and no exceptional item is noted.

Table 14 Item-Total Statistics for Resilience

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q1- I am generous with my friends.	48.46	47.018	.307	.224	.814
q3- I quickly get over and recover from being startled.	48.81	46.301	.413	.390	.804
q9- I enjoy dealing with new and unusual situations.	48.70	44.694	.480	.397	.799
q12- I usually succeed in making a favorable impression on people.	48.29	45.941	.603	.452	.793
q14- I enjoy trying new foods I have never tasted before.	48.47	44.180	.509	.436	.797
q16- I am regarded as a very energetic person.	48.88	47.424	.355	.238	.809
q19- I like to take different paths to familiar places.	48.73	45.572	.437	.299	.803
q21- I am more curious than most people.	48.35	48.032	.332	.276	.810
q23- Most of the people I meet are likable.	48.53	47.019	.461	.320	.801
q25- I usually think carefully about something before acting.	48.27	48.304	.334	.309	.810
q27- I like to do new and different things.	48.37	44.414	.699	.601	.786
q29- My daily life is full of things that keep me interested.	48.65	46.585	.431	.266	.803
q31- I would be willing to describe myself as a pretty "strong personality".	48.64	47.876	.316	.202	.811
q32- I get over my anger at someone reasonably quickly.	48.99	43.884	.545	.464	.794

The above table displayed the item-total statistics for resilience. It helps us to decide whether any item need to be removed. There are two columns of interest.

First, the Corrected Item – Total Correlation column. Correlations less than that $r = 0.3$ (Abdollahimohammad and Ja'afar, 2014) indicated that the item may not belong on the scale. However, from the above table, there is no item in this column is $r < 0.3$.

Second, the most importantly, the Cronbach's Alpha if item Deleted column should be checked. Any items if deleted will improve the factor's Cronbach's α , which is 0.814, may be deleted. From the above table, the maximum of Cronbach's α of all items is 0.814, it indicted that removing any item will not improve the Cronbach's α . Therefore, we keep all the items in the factor of resilience.

Intention to leave

Table 15 Reliability Statistics for Intention to leave

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.896	4

The Cronbach's α for the factor of Intention to leave is 0.896 which is greater than 0.7, indicating the items are reliable and has internal consistency.

Table 16 Item Statistics for Intention to leave

Item Statistics for Intention to leave			
	Mean	Std. Deviation	N
q5- I often think about quitting.	2.56	1.246	113
q7- It is likely that I will actively look for a new job next year.	2.74	1.294	113
q11- I will probably look for a new job in the next year.	2.75	1.379	113
q13- I often think of changing my job.	2.85	1.290	113

From Table 16, all mean is ranged from 2.56 to 2.75, which is very close together and no exceptional high or low items.

Table 17 Item-Total Statistics of Intention to leave

Item-Total Statistics of Intention to leave					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q5- I often think about quitting.	8.35	12.978	.689	.484	.894
q7- It is likely that I will actively look for a new job next year.	8.16	11.796	.815	.689	.849
q11- I will probably look for a new job in the next year.	8.15	11.593	.769	.609	.867
q13- I often think of changing my job.	8.05	11.854	.810	.669	.851

From Table 17 above, we found that all the Corrected Item-Total Correlation is greater than 0.3, so there is no problem with any of the items.

The Cronbach's α of the factor is 0.896, we found that removing any item will not improve the factor Cronbach's α . Therefore, all items will be kept for this factor.

Work engagement

Table 18 Reliability Statistics of Work engagement

Reliability Statistics of Work engagement		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.849	.847	9

The Cronbach's α for the factor of work engagement is 0.849, which is greater than 0.7, therefore the items are reliable and has internal consistency.

Table 19 Item Statistics of Work engagement

Item Statistics of Work engagement			
	Mean	Std. Deviation	N
q15- At my work, I feel bursting with energy.	3.32	.993	113
q17- At my job, I feel strong and vigorous.	3.42	.894	113
q18- I am enthusiastic about my job.	3.65	.998	113
q20- My job inspires me.	3.60	.978	113
q22- When I get up in the morning, I feel like going to work.	3.22	1.132	113
q24- I feel happy when I am working intensely.	3.82	.889	113
q26- I am proud of the work that I do.	4.19	.739	113
q28- I am immersed in my work.	3.63	.918	113
q30- I get carried away when I am working.	3.39	.940	113

From Table 19 above, there is no exceptional high or low in the mean. All items seem normal.

Table 20 Item-Total Statistics of Work engagement

Item-Total Statistics of Work engagement					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q15- At my work, I feel bursting with energy.	28.92	26.592	.526	.480	.838
q17- At my job, I feel strong and vigorous.	28.82	27.433	.506	.423	.840
q18- I am enthusiastic about my job.	28.58	24.977	.701	.651	.819
q20- My job inspires me.	28.64	25.233	.690	.565	.820
q22- When I get up in the morning, I feel like going to work.	29.02	23.803	.714	.553	.816
q24- I feel happy when I am working intensely.	28.42	27.263	.530	.364	.837
q26- I am proud of the work that I do.	28.05	28.926	.440	.311	.845
q28- I am immersed in my work.	28.61	26.758	.565	.405	.834
q30- I get carried away when I am working.	28.85	27.879	.424	.353	.848

From Table 20 above, all items have their Corrected Item-Total Correlation greater than 0.3. It is shown from the column Cronbach's Alpha if item Deleted that there is no improvement if any of the items is removed. Therefore, all items will be kept under this factor.

Abusive supervision

Table 21 Reliability Statistics of Abusive supervision

Reliability Statistics of Abusive supervision		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.943	.943	5

The Cronbach's α of the factor abusive supervision is 0.943, which is greater than 0.7, therefore the items are reliable and has internal consistency.

Table 22 Item Statistics of Abusive supervision

Item Statistics of Abusive supervision			
	Mean	Std. Deviation	N
q2- My supervisor ridicules me.	2.19	1.172	113
q4- My supervisor tells me my thoughts or feelings are stupid.	2.01	1.184	113
q6- My supervisor puts me down in front of others.	2.01	1.206	113
q8- My supervisor makes negative comments about me to others.	2.13	1.299	113
q10- My supervisor tells me I'm incompetent.	1.91	1.138	113

The mean of all the items ranged from 1.91 to 2.19, which means that there is no exceptional high or low for all the mean.

Table 23 Item-Total Statistics for Abusive supervision

Item-Total Statistics for Abusive supervision					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q2- My supervisor ridicules me.	8.06	19.344	.840	.719	.931
q4- My supervisor tells me my thoughts or feelings are stupid.	8.25	19.295	.834	.709	.932
q6- My supervisor puts me down in front of others.	8.25	19.063	.840	.713	.931
q8- My supervisor makes negative comments about me to others.	8.12	18.002	.878	.781	.924
q10- My supervisor tells me I'm incompetent.	8.35	19.621	.838	.720	.931

From Table 23, there is no value lower than 0.3 in the Corrected Item-Total Correlation column. Furthermore, there is no items to be removed to improve the Cronbach's Alpha. Therefore, all the items of the factor will be kept.

Hypothesis testing

There are 4 hypotheses. Hypothesis 1 is the relationship between intention to leave and resilience. Hypothesis 2 is the relationship between work engagement and resilience. Hypothesis 3 is whether the relationship between intention to leave and resilience can be moderated by abusive supervision. Hypothesis 4 is whether the relationship between work engagement and resilience can be moderated by abusive supervision. To enable our tests for the 4 hypotheses, we need to create a composite score for the each of the four factors, namely, the resilience, the intention to leave, the work engagement and the abusive supervision. The composite score for each factor is set to be the average of all the items under each factor. We test each hypothesis one by one below.

Hypothesis 1

Table 24 Hypothesis 1 Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.018 ^a	.000	-.009	1.14274

a. Predictors: (Constant), Resilience

b. Dependent Variable: Intention_to_leave

From the Model Summary, R is 0.018, and R square is 0, it indicated that there is very low correlation between Intention to leave and resilience.

Table 25 Hypothesis 1 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.045	1	.045	.035	.853 ^b
	Residual	144.950	111	1.306		
	Total	144.996	112			

a. Dependent Variable: Intention_to_leave

b. Predictors: (Constant), Resilience

From Table 25, if the p-value is smaller than 0.05 ($p < 0.05$), it can be concluded that Resilience can reliably predict the Intention to leave. However, the existing p-value is 0.853, it means that the Resilience, is not able to predict the Intention to leave reliably.

Table 26 Hypothesis 1 Coefficients Table

Coefficients ^a									
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta	Zero-order			Partial	Part	
1	(Constant)	2.870	.784		3.659	<.001			
	Resilience	-.039	.208	-.018	-.186	.853	-.018	-.018	-.018

a. Dependent Variable: Intention_to_leave

The Coefficients table above shows the correlation coefficients for hypothesis 1. Even though from the previous analysis, the Resilience is not able to predict the Intention to leave reliably and the correlation of the Intention to leave and resilience are very low, the Intention to leave is negatively correlated with the Resilience as the B value of the Resilience is negative, -0.039. The intercept of the correlation line is 2.870. Therefore, the equation can be expressed at:

$$\text{Intention to leave} = 2.870 + (-0.039) \text{ Resilience}$$

Conclusion

H1: Stronger employees' resilience, the lower their intention to leave will be.

From the above coefficient table, the above hypotheses hold, however, based on model summary and ANOVA, the correlation of the Resilience and the Intention to leave is very low. We can consider this hypothesis is not supported.

Hypothesis 2

Table 27 Hypothesis 2 Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 ^a	.425	.419	.48616

a. Predictors: (Constant), Resilience

b. Dependent Variable: Work_engagement

From Table 27 above, R is 0.652, and R Square is 0.425. It indicated that 42.5% of the variance of Work engagement can be predicted from Resilience. The correlation between Resilience and the Work engagement is 65.2%.

Table 28 Hypothesis 2 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.352	1	19.352	81.879	<.001 ^b
	Residual	26.235	111	.236		
	Total	45.587	112			

a. Dependent Variable: Work_engagement

b. Predictors: (Constant), Resilience

According to Table 28, the p-value is smaller than 0.001. For p-value <0.005, it can be concluded that Resilience can reliably predict the Work engagement.

Table 29 Hypothesis 2 Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations	
		B	Std. Error	Beta			Zero-order	Partial
1	(Constant)	.591	.334		1.771	.079		
	Resilience	.800	.088	.652	9.049	<.001	.652	.652

a. Dependent Variable: Work_engagement

The Coefficients table above shows the correlation coefficients for hypothesis 2. Using the information from this table, the line of fitness will be:

$$\text{Work engagement} = 0.591 + 0.800 \text{ Resilience}$$

Conclusion

H2: Stronger employee' resilience, the higher their work engagement will be.

From the above information, the hypothesis hold, even though, the coefficient of resilience is just 0.8. The correlation of the Resilience and Work engagement is not very high, as R is 0.652, but also not very low. We may consider this hypothesis is supported.

Hypothesis 3

Table 30 Hypothesis 3 Model Summary

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 ^a	.477	.467	.83069

a. Predictors: (Constant), Abusive_supervision, Resilience

b. Dependent Variable: Intention_to_leave

From Table 30, R is 0.690 for Resilience as independent variable, Abusive supervision as moderating variable and Intention to leave as dependent variable. This relationship is a medium degree of correlation.

Table 31 Hypothesis 3 ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.091	2	34.546	50.063	<.001 ^b
	Residual	75.904	110	.690		
	Total	144.996	112			

a. Dependent Variable: Intention_to_leave

b. Predictors: (Constant), Abusive_supervision, Resilience

From the ANOVA, we found that p-value<0.001 which is smaller than 0.05 (p-value<0.05). It indicated that the model is good enough in predicting the outcome variable.

Table 32 Hypothesis 3 Coefficients

Coefficients ^a									
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.416	.572		4.224	<.001			
	Resilience	-.322	.154	-.147	-2.092	.039	-.018	-.196	-.144
	Abusive_supervision	.737	.074	.702	10.003	<.001	.675	.690	.690

a. Dependent Variable: Intention_to_leave

The Coefficients table above shows the correlation coefficients for hypothesis 3. Intention to leave increase as Resilience decrease with Abusive supervision increase as a moderating variable. Using the information from this table, the line of fitness will be:

$$\text{Intention to leave} = 2.416 + (-0.322) \text{ Resilience} + 0.737 \text{ Abusive supervision}$$

Conclusion

H3: Employees' perception of abusive supervision has a moderating effect on the relationship between resilience and intention to leave.

Based on the information above, employee will increase their intention to leave, if the resilience of the employee decrease with abusive supervision increase. We may consider this hypothesis supported.

Hypothesis 4

Table 33 Hypothesis 4 Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.435	.425	.48396

a. Predictors: (Constant), Abusive_supervision, Resilience

b. Dependent Variable: Work_engagement

From the model summary, R is 0.659 for Resilience as independent variable, Abusive supervision as moderating variable and Work engagement as dependent variable. This relationship is a medium degree of correlation.

Table 34 Hypothesis 4 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.824	2	9.912	42.319	<.001 ^b
	Residual	25.763	110	.234		
	Total	45.587	112			

a. Dependent Variable: Work_engagement

b. Predictors: (Constant), Abusive_supervision, Resilience

From the ANOVA, we found that p-value<0.001 which is smaller than 0.05 (p-value<0.05). It indicated that the model is good enough in predicting the outcome variable.

Table 35 Hypothesis 4 Coefficients

Coefficients ^a									
		Unstandardized Coefficients		Standardized Coefficients			Correlations		
Model		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1	(Constant)	.553	.333		1.661	.100			
	Resilience	.777	.090	.633	8.674	<.001	.652	.637	.622
	Abusive_supervision	.061	.043	.103	1.419	.159	.220	.134	.102

a. Dependent Variable: Work_engagement

The Coefficients table above shows the correlation coefficients for hypothesis 4. Work engagements increase as Resilience decrease with Abusive supervision increase as a moderator variable. Using the information from this table, the line of fitness will be:

$$\text{Work engagement} = 0.553 + 0.777 \text{ Resilience} + 0.061 \text{ Abusive supervision}$$

Conclusion

H4: Employees' perception of abusive supervision has a moderating effect on the relationship between resilience and work engagement.

Based on the information above, employee will increase their work engagement, if both the resilience of the employee and abusive supervision increase. We may consider this hypothesis is not supported.

Overall Conclusions

Based on the literature review, this study has four hypotheses and two of them are supported. From the above research results, as expected, we can then conclude that employees' resilience can enhance their work engagement (H2); however, it is surprising that the hypothesis 3, abusive supervision has moderating effect on the relationship between intention to leave and resilience (H3) is supported, even though, the research results did not support H1 to show the relationship between intention to leave and

resilience. Under high abusive supervision, the positive influence of resilience in reducing their intention to leave will be decreased. On the contrary, under low abusive supervision, the positive influence of the employees' resilience in lowering their intention to leave will be decreased. Unfortunately, the results failed to show the relationship between resilience and the intention to leave (H1) and that abusive supervision failed to moderate the relationship between resilience and work engagement (H4). A possible explanation is that resilience is not the determining factor to intention to leave and the items, as examples, of abusive supervision is not representative enough, so the respondents cannot relate these items with abusive supervision. The small sample size may not be able to show a better result.

Limitation and Suggestion for Future Research

This research, due to limited resources, has only 113 responses, future research may work on a larger response. Also due to the time and length of this report, a few attributes of the respondents have not been analyzed, such as whether job position and gender will have different results on the 4 hypotheses.

Questionnaire

(Section one)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The items in this section are designed to understand your current viewpoints regarding your traits, supervisor, and work. Please check the adequate checkbox. (Please select the only one answer corresponding to the question)	1	2	3	4	5
I am generous with my friends					
My supervisor ridicules me.					
I quickly get over and recover from being startled					
My supervisor tells me my thoughts or feelings are stupid					
I often think about quitting.					
My supervisor puts me down in front of others.					
It is likely that I will actively look for a new job next year					
My supervisor makes negative comments about me to others.					
I enjoy dealing with new and unusual situations.					
My supervisor tells me I am incompetent.					
I will probably look for a new job in the next year.					
I usually succeed in making a favorable impression on people.					
I often think of changing my job.					
I enjoy trying new foods I have never tasted before.					
At my work, I feel bursting with energy.					
I am regarded as a very energetic person.					
At my job, I feel strong and vigorous.					
I am enthusiastic about my job.					

(Section Two)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The items in this section are designed to understand your current viewpoints regarding your traits and work. Please check the adequate checkbox. (Please select only one answer corresponding to the question)	1	2	3	4	5
I like to take different paths to familiar places.					
My job inspires me.					
I am more curious than most people.					
When I get up in the morning, I feel like going to work.					
Most of the people I meet are likable.					
I feel happy when I am working intensely.					
I usually think carefully about something before acting.					
I am proud of the work that I do.					
I like to do new and different things.					
I am immersed in my work.					
My daily life is full of things that keep me interested.					
I get carried away when I am working.					
I would be willing to describe myself as a pretty "strong personality".					
I get over my anger at someone reasonably quickly.					

(Section Three)

Your Gender: Male Female

Your Job Position: Staff Supervisor Manager Director/President

What industry are you working in?

- Financial Services - Banking, Insurance, Other financial services (e.g., stock brokerage, asset management, financial leasing and investment and holding companies)
- Tourism - Inbound and Outbound
- Trading and Logistics - Trading (e.g., sales, Import and Export trade), logistics (freight transport and storage services)
- Professional Services - Legal, accounting and auditing service, architecture and engineering activities, technical testing and analysis, scientific research and development, management consultancy, IT services, advertising, and specialized design services, building management, building services, property rental, biotech services.
- Retail Products and services - Retail shop and shopping mall
- Education and Children's Care
- Government - All government employees
- Non-government organization/Non-profit organization

Your major work location

- Hong Kong SAR, China
- Mainland China
- Other Asia Countries - Japan, Korea, Singapore, Malaysia
- North America - US, Canada
- EU - includes UK

(Section Four)

These data are collected by Survey Monkey when the respondents are registered to receive survey invitation, and some of these data, such as age, income, and region, can be used by the survey creators to target a specific group of respondents.

Device Type:

- ☐ iOS Phone/Tablet
- ☐ Android Phone/Tablet
- ☐ Other Phone/Tablet
- ☐ Windows Desktop/Laptop
- ☐ MacOS Desktop/Laptop

Age:

- ☐ <18
- ☐ 18-29
- ☐ 30-44
- ☐ 45-60
- ☐ >60

Household Income:

- ☐ \$0-\$9,999
- ☐ \$10,000-\$24,999
- ☐ \$25,000-\$49,999
- ☐ \$50,000-\$74,999
- ☐ \$75,000-\$99,999
- ☐ \$100,000-\$124,999
- ☐ \$125,000-\$149,999
- ☐ \$150,000-\$174,999
- ☐ \$175,000-\$199,999
- ☐ \$200,000+
- ☐ Prefer not to answer

Region:

- ☐ East North Central
- ☐ East South Central
- ☐ Middle Atlantic
- ☐ Mountain
- ☐ New England
- ☐ Pacific
- ☐ South Atlantic
- ☐ West North Central
- ☐ West South Central

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