



**WILL ABUSIVE SUPERVISION EFFECT ON EMPLOYEE
TURNOVER, PERFORMANCE AND COMMITMENT?
EMOTIONAL EXHAUSTION AS A MEDIATOR**

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Abstract

Supervisor behaviors have implications on employee emotion. Ideally, a supervisor can create a conducive working environment that supports the positive psychological states of employees. Emotional exhaustion is one phenomenon that becomes a focus of this study. In this research employee emotion exhaustion can be related to abusive supervision. This study proposes to investigate the relationship among abusive supervision, emotional exhaustion, turnover intention, work performance, and organizational commitment. Emotional exhaustion is treated as a mediator. A total of 161 employees were involved as participants. Results showed that (1) abusive supervision was positively related to emotional exhaustion, (2) emotional exhaustion was positively related to turnover intention, and (3) emotional exhaustion was negatively related to work performance and organizational commitment. In addition, emotional exhaustion could mediate the relationships between the independent variable and the three dependent variables. Contributions of this work are addressed. The limitations of the study were also described.

Keywords: abusive supervision; emotional exhaustion; turnover intention; work performance; organizational commitment

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INTRODUCTION

The market demand pressure and the intensive competition in the business environment compel business organizations to significantly shift their employee policies. The policies are mainly intended to improve employee performance in the highly demanding environment in supporting the improvement of organizational performance and survival. Therefore, workers must adjust their roles and responsibilities to the demands of their organizations. Such working environment can trigger pressure that produce employee emotional exhaustion (X. Zhang et al., 2018). Furthermore, the roles of HRM becomes a focal in increasing employee contribution for better organizational competitiveness through implementing all related HRM policies and rules for the employees (Siregar et al., 2020). Strict policies and rules have the potential to cause some inconsiderate treatment of supervisors, and at the same time, the policies or rules can put their employees in uncomfortable work situations. More specifically, various leadership behaviors in implementing HRM policies have an implication to affect employee emotion. It is believed that conducive working environment will support more positive psychological states of the employees in which employees are offered with support, solidarity, comfortability that avoid them from emotional exhaustion experience (Jasmine & Martdianty, 2022). Contrarily, strict supervision will encourage high working pressure and emotional exhaustion in subordinates (Tran, Nguyenb, Nguyenc, & Ton, 2020). It is postulated in this study that abusive supervision can relate to the

enhancement of emotional exhaustion of employees, and in turn, it may lower performance and other positive work attitudes (Didin et al., 2020). The present study, therefore, incorporates abusive supervision, emotional exhaustion, turnover intention, performance, and commitment (see Figure 1).

Turnover intention refers to the extent to which an employee is willing to leave his/her organization and to search for another organization and job (Ngo-Henha, 2018). Yáñez (2020) argues that turnover intention will be related to company's human resource development. An organization can lose its potential persons who significantly support the organizational efficiency and effectiveness (Jaharuddin & Zainol, 2019). Leaving employees have to be replaced with other qualified employees and it will need more effort and fund (Ramadhoani, 2020). Furthermore, an organization with a high turnover rate would have a low reputation. Work performance is an achievement reached by an employee in performing his/her required tasks and responsibilities that given by his/her supervisor and organization (Al-Malki & Juan, 2018). Work performance is a measure of how well the employee has done the given job. Work performance in this study is related to in-role performance that emphasizes the tasks and responsibilities required for an employee to do.

Organizational commitment is a psychological attachment between an employee and his/her organization (Rahmi & Mulyadi, 2019). Organizational commitment is a significant employee attitude because it can represent a strong connection of individual and organization goals (Pratama, Suwarni, & Handayani, 2022). Specifically, Zhang and Liu (2018) described that organizational commitment can correspond to three dimensions, namely (1) an existence of trust from an employee to organization related to the congruence of his/her personal goals/values and them of the organization, (2) a willingness to perform optimal efforts to the goodness of the organization and (3) a strong intention to stay with the organization. An employee with a high commitment is indicated with his/her strong eagerness to keep working and contributing with the organization (Akbar et al., 2017). Therefore, a high organizational commitment is essential to improve positive behaviors and performance (Bal, Kooij, & De Jong, 2013; Chan & Qiu, 2011; Luchak & Gellatly, 2007).

Abusive supervision is an subjective perception of subordinates on how extent employees perceive the leaders' behavior is unpleasant (Fischer et al., 2021). The leaders' unpleasant behavior can evoke inconducive climate in workplace (Guan & Hsu, 2020). Abusive supervision can also influence the view of employees in perceiving fairness in the workplace (Iqbal & Rasheed, 2019). Although abusive supervision will not have any impacts in employees' physic, this behavior can put the psychological pain in employees (Mahmood et al., 2020). According to Kim (2019), abusive supervision is one of leadership behaviors that is believed to evoke uncomfortable work climate. An example to describe abusive supervision is a dialog in a movie entitled "Master of My Own" that was issued in 2022; "The four most basic steps in doing a project tell me, which one is your expertise? If I didn't give you the opportunity to transferred to another department, you would have no chance to touch even the door handle to the investment department." The dialog illustrates how abusive supervision can be easily found in the employee-leader relationships. In the situation where leaders make their subordinates feel inferior, the subordinates will also see themselves as powerless, skill-less and ignored. Abusive supervision seems likely to increase employee emotional exhaustion. In addition, abusive supervision can feel a high emotional exhaustion that may relate to further employees' unsupportive outcomes, such as job resign, less performance, and less commitment.

Emotional exhaustion is a psychological situation that one feel emotional drain and fatigue as a result of employees' job and life demands (Yuliani et al., 2018). A person who experiences emotional exhaustion could not control him/herself or on the circumstances around him/her (Didin et al., 2020). A massive emotional exhaustion experience by one can produce frustrated feeling and physical/emotional disorder (Susanto & Azwar, 2020). As emotional exhaustion exists, it will decrease the willingness to stay, work performance, and organizational commitment.

The present study proposes the link between abusive supervision, emotional exhaustion, turnover intention, work performance, and organizational commitment. As mentioned, emotional exhaustion is treated as a mediating variable. The research framework is depicted in the Figure 1.

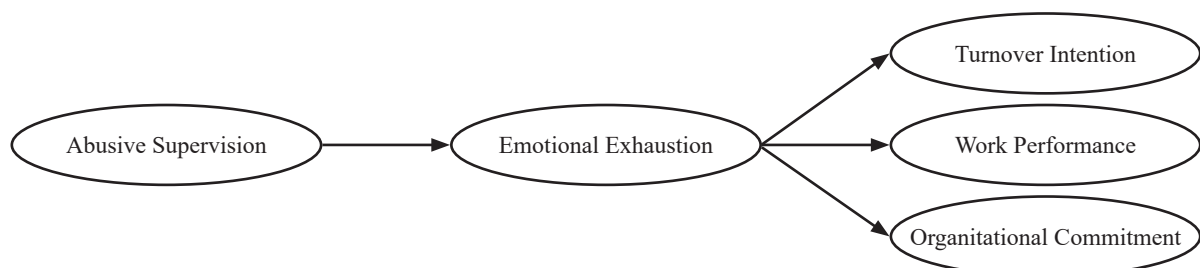


Figure 1. Research Framework

METHOD

Samples of this study were employees who were working in various organizations and fields. The sample context was suitable to the research goal, namely the study observed to search the effect of abusive supervisor on emotional exhaustion and emotional exhaustion on turnover intention, performance, and organizational commitment. In brief, the phenomena observed can commonly happen in most organizations and may be experienced by employees working in organizations in a variety of fields. Due to the geographical spread, the questionnaire distribution was done by Google form. A total of 161 respondents agreed to fill in the questionnaire. All the samples were complete and usable. All measurements were assessed with Likert scale that ranging from 1 (strongly disagreement) and 5 (strongly agreement). In term of age, 47% of respondents were male. Most respondents were single (unmarried, 53%). They mostly have obtained undergraduate degrees (71%). Forty-seven percent of respondents have worked in companies for 6-10 years.

Abusive supervision was assessed with a six-item scale measurement. This scale has been used Yulmia and Putra (2020). A sample item is "My supervisor laughs at me in the front of my colleagues." Emotional exhaustion was assessed with a five-scale measurement. The first items were taken from Ducharme et al. (2017). Two other items were taken from Putra and Utama (2018). A sample item is "I experienced emotional drain in doing my job." Turnover intention was assessed with a five-scale measurement used by Yulmia and Putra (2020). A sample question is "I often think about to leave from this company." Work performance was assessed with a five-scale measurement. This scale was proposed by Cho et al. (2012). A sample item is "I met my job responsibility as given by my and described in the job description." Lastly, organizational commitment was assessed with a five-scale measurement used in Putra and Utama (2018). A sample item is "I am proud to work for this company."

All mentioned measurements were validated through validity and reliability testing. These tests were performed in the SPSS 22.0 software. Hypotheses testing was performed in WarpPLS 8.0. This software is powerful to evaluate a more complex model as proposed in this study. Other reasons of using this statistical program are WarpPLS can adjust with missing data without affecting the statistically robust and is able to estimate a model with relatively small number of samples.

RESULTS

The validity of an item was measured by evaluating the value of Pearson Correlation of the item with the r-table. The item was valid if the correlation value exceeded the r-table value. The results of validity assessment are shown in the following tables. All items of the variables were valid and could be used in further analyses.

Table 1. Validity Test Result for Abusive Supervision

Item Code	Pearson Correlation	r table	Label
SPA1	0.835	0.129	Valid
SPA2	0.824	0.129	Valid
SPA3	0.868	0.129	Valid
SPA4	0.786	0.129	Valid
SPA5	0.894	0.129	Valid
SPA6	0.840	0.129	Valid

Table 2. Validity Test Result for Emotional Exhaustion

Item Code	Pearson Correlation	r table	Label
EH1	0.858	0.129	Valid
EH2	0.901	0.129	Valid
EH3	0.920	0.129	Valid
EH4	0.850	0.129	Valid
EH5	0.900	0.129	Valid

Table 3. Validity Test Result for Turnover Intention

Item Code	Pearson Correlation	r table	Label
TI1	0.894	0.129	Valid
TI2	0.911	0.129	Valid
TI3	0.849	0.129	Valid
TI4	0.826	0.129	Valid
TI5	0.667	0.129	Valid

Table 4. Validity Test Result for Job Performance

Item Code	Pearson Correlation	r table	Label
JP1	0.875	0.129	Valid
JP2	0.892	0.129	Valid
JP3	0.875	0.129	Valid
JP4	0.692	0.129	Valid
JP5	0.403	0.129	Valid

Table 5. Validity Test Result for Organization Commitment

Item Code	Pearson Correlation	r table	Label
CO1	0.831	0.129	Valid
CO2	0.819	0.129	Valid
CO3	0.759	0.129	Valid
CO4	0.752	0.129	Valid
CO5	0.667	0.129	Valid

Reliability of a variable was assessed with Cronbach’s alpha. To be expected that the alpha of a variable was 0.70 or more. Table 6 shows the results of reliability testing. As presented, all variables were reliable.

Table 6. Reliability Test Result for Study Variables

Variable	Cronbach’s Alpha	Label
Abusive Supervision	0.919	Reliable
Emotional Exhaustion	0.932	Reliable
Turnover Intention	0.889	Reliable
Job Performance	0.776	Reliable
Organizational Commitment	0.882	Reliable

Results of the fit-model assessment showed that the nine fit indices components were good (Table 7). The results indicated that the model fit. It was said that the data samples may be utilized to test additional hypotheses because they were matched to the suggested model.

Table 7. Model Fit Assessment Results

Model Fit and Quality Indices	Criteria	Model Fit	
		Calculated Result	Model Evaluation
APC	$P < 0,05$	0,001	Fit
ARS	$P < 0,05$	0,001	Fit
AARS	$P < 0,05$	0,001	Fit
AFVIF	Acceptable if ≤ 5 ideally $\leq 3,3$	2,526	Fit
GoF	Small $\geq 0,1$ Medium $\geq 0,25$ Large $\geq 0,36$	0,458	Fit
SPR	Acceptable if $\geq 0,7$ ideally = 1	1	Fit
RSCR	Acceptable if $\geq 0,9$ ideally = 1	1	Fit
SSR	Acceptable if $\geq 0,7$	1	Fit
NLBCDR	Acceptable if $\geq 0,7$	1	Fit

Table 8 presents the hypotheses testing results. As suggested, all hypotheses were accepted. First, it was found that (1) abusive supervision was positively associated with emotional exhaustion, (2) emotional exhaustion was positively associated with turnover intention, (3) emotional exhaustion was negatively related to work performance, and (4) emotional exhaustion was negatively related to organizational commitment. Therefore, H1, H2, H3, and H4 were accepted.

Table 8. Results of Direct Relationship Hypotheses Testing

Hypothesis	Beta and Significance		Label
	β (beta)	Sig.	
H1: Abusive supervision is positively associated with emotional exhaustion	0,56	<0,001	Accepted
H2: Emotional exhaustion is positively associated with turnover Intention	0,85	<0,001	Accepted
H3: Emotional exhaustion is negatively associated with work performance.	0,26	<0,001	Accepted
H4: Emotional exhaustion is negatively associated with organizational commitment	0,36	<0,001	Accepted

Emotional exhaustion was expected to play a role as a mediator. As shown in Table 9, the indirect effects were all significant representing that emotional exhaustion could mediate the relationships. Therefore, H5, H6, and H7 were all accepted.

Table 9. Mediating Effects Testing Results

Hypothesis	Indirect Effect	p-value	Label
H5: Emotional exhaustion mediates the abusive supervision-turnover link	0,474	<0,001	Accepted
H6: Emotional exhaustion mediates the abusive supervision-work performance link	- 0,143	0,004	Accepted
H7: Emotional exhaustion mediates the abusive supervision-organizational commitment link	- 0,205	<0,001	Accepted

DISCUSSION

Abusive supervision is an employee perception on leader’s unpleasant behavior (Fischer et al., 2021). In a condition where an employee works with such leader, he/she will experience a high emotional exhaustion and will not enjoy the process of work (Kurniawan & Putra, 2019). This finding is in line with the extant work conducted by Wheeler et al. (2013) demonstrating that abusive supervision may increase the existence of emotional exhaustion. Emotional exhaustion, in further, is an accumulated emotional pressure and fatigue experienced by an employee related to work situation (Yuliani et al., 2018). The findings show that an employee with a high level of emotional exhaustion will have a high willingness to quit and a low level of performance and commitment. These findings are consistent with the previous findings (Thanacoody et al., 2014). As mentioned before, since work performance is necessary to all organizations, the finding reveals that employee emotions can hinder an effort to increase the employee effectiveness. Suggested in this study, when an employee feels a high level of emotional exhaustion, he/she cannot reach high performance. This finding is in line with a work conducted by Baer et al. (2015). A high emotional exhaustion also can decrease organizational commitment. This finding confirms the findings of previous research (Santika & Sudibya, 2017). In addition, this study offers an empirical fact on how emotional exhaustion can mediate relationships. It is suggested that abusive supervision will not only result in a negative employee psychological state, but also further undesirable outcomes.

Organizations can get benefits from this work. First, they can avoid the practices of abusive supervisor behavior. All leaders may realize that such behavior can promote a negative climate in teams. Second, organizations can release relational values in their organizational culture that promote conducive relationships between the employees and their leaders. Third, HR managers as service managers could stimulate the efforts to facilitate related training and discussions in promoting more suitable leadership behavior.

CONCLUSION

To conclude, abusive supervision can hinder conducive work environment and promote some undesirable outcomes (higher intention to quit, lower performance, and lower commitment). This study may contribute to literature and managerial practices. Besides the contributions, some limitations should be stated. First, the respondent size is relatively small that can lessen the generalizability of the findings. Second, the data were taken from only the questionnaire distribution via the Google form. Perhaps, future research can apply interviews to get deeper insight of respondents’ data and it can be used to validate the quantitative data. Other suggestions, future research can investigate co-worker support, work spirituality, employee resilience, and work-family conflict. These factors may be suitable to explain employee emotional exhaustion. This wider perspective may also offer other faces of the antecedents of emotional exhaustion.

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