The Effects of Verbal Abuse and Abusive Supervision Towards Turnover Intention Through Emotional Exhaustion: An Empirical Study of Garment Workers in Indonesia

Siti Hanifah, Muthia Pramesti, Sari Wahyuni*

*Corresponding author. Email: sari.whyn@gmail.com

ABSTRACT

Adverse workplace conditions, especially concerning the welfare of workers, can affect workers’ perceptions of the organization. If the company fails to address working conditions that can meet the basic needs of workers, the consequences are higher turnover intention through emotional exhaustion experienced by workers. This study aims to determine the effects of verbal abuse and abusive supervision toward turnover intention through emotional exhaustion as mediation of garment workers in Indonesia. The research data were obtained by surveying 2897 garment workers in Java, Indonesia. The research method used Structural Equation Modeling. The results of the study show that emotional exhaustion partially mediates the influence of verbal abuse and abusive supervision on the turnover intention sequentially.

Keywords: Abusive Supervision, Emotional Exhaustion, Garment Workers, Turnover Intention, Verbal Abuse

1. INTRODUCTION

Current global economic conditions, especially in the garment sector, are characterized by geographically dispersed production chains caused by rapid market impulses (ILO, 2014). The garment industry can provide opportunities for economic growth and employment opportunities in many countries, including Indonesia (BWI, 2018). In Indonesia, there are 2253 medium- and large-sized garment factories that mainly produce shirts, cotton shirts, corsets, underwear, coats, tracksuits, and trousers (BWI, 2017).

Java is the main production location for garments and textile products. The locations are distributed among the provinces of DKI Jakarta, Banten, East Java, Central Java, and West Java (BWI, 2017). Because of the growth of this industry, Indonesia was ranked in the Top 10 global clothing exporters in 2017 according to the World Trade Organization (BWI, 2017). The export value of the textile and textile products industry is projected to reach USD 15 billion by creating employment opportunities for 3.11 million people in 2019 (Kemenperin, 2017).

Ahamed (2014) mentioned that, despite its extraordinary growth, the garment industry continues to face serious challenges. One of the challenges is the problem of high employee turnover due to poor labor practices (Hossain & Mahmood, 2018). Garment companies struggle with high employee turnover, increased labor costs, and complexity in managing labor (De Neve, 2014).

Regardless of the growth of garment exports (convection) from textiles and job creation from this sector in Indonesia, in fact, Indonesia’s garment industry itself still has challenges in meeting non-wage factors (BWI, 2018). The challenges are concerning the issue of implementing occupational safety and health regulations and HR practices. Therefore, a better implementation of safety or industrial relations regulations in the garment industry has still not been achieved (BWI, 2018). The objectives of this research are as follows:

1. Identify the effect of verbal abuse on the turnover intention of garment workers in Indonesia.
2. Identify the effect of abusive supervision on the turnover intention of garment workers in Indonesia.

3. Identify the effect of emotional exhaustion in mediating the effect of verbal abuse on turnover intention of garment workers in Indonesia.

4. Identify the effect of emotional exhaustion in mediating the effect of abusive supervision effect on turnover intention of garment workers in Indonesia.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Verbal Abuse

The study by Joint Program found that psychological violence was widespread, with verbal abuse at the top (ICN, 2007). Diaz and McMillin (1991) explained that verbal abuse is an amalgamation of inappropriate verbal behavior through tone, behavior, and nonverbal cues to maintain positions of power (Rowe & Sherlock, 2005), which is directed to individuals both professionally and personally by shouting, swearing, and humiliating (Kisa, 2008). Research by Brewer, Kovner, Obeidat, and Budin (2013) on nurses found that verbal abuse correlates with the low intention to stay in the company, satisfaction, and organizational commitment, which increases turnover and turnover intention. Alameddine, Mourad, and Dimassi (2015) showed that verbal abuse exposure significantly impacted the three burnout subscales of emotional exhaustion, depersonalization, and personal accomplishments, which correlated with high turnover intention. Thus, the first hypothesis is

H1: Verbal abuse positively influences the turnover intention of garment workers in Indonesia.

2.2. Abusive Supervision

Tepper (2000) defined abusive supervision as a subordinate’s perception of the extent to which employers continually show unfriendly behavior both verbal and nonverbal, not including physical contact. Arif, Sindhu, Urooj, and Hashmi (2017) showed that abusive supervision significantly influences turnover intention. Pradhan and Jena (2018) found that emotional exhaustion partially mediates the relationship between abusive supervision (workplace stressor) and turnover intention (withdrawal behavior). Thus, the second hypothesis is

H2: Abusive supervision positively influences the turnover intention of garment workers in Indonesia.

2.3. Emotional Exhaustion

Emotional exhaustion is part of the dimension of burnout (fatigue), which refers to feelings of fatigue regarding one’s emotional and physical resources (Maslach & Leiter, 2008). Exhaustion (fatigue) is not only experienced but also encourages one’s actions to distance themselves emotionally and cognitively from their work (Maslach, Schaufeli, & Leiter, 2001). Several studies have shown that emotional exhaustion significantly and positively affects turnover intention. In other words, emotional exhaustion is a predictor of turnover intention (Babakus, Yavas, & Karatepe, 2008; Bekker, Croon, & Bressers, 2005; Cho, Choi, & Lee, 2014; Green, Miller, & Aarons, 2013; Kraemer & Gouthier, 2014; Ogungbamila, Balogun, Ogungbamila, & Oladele, 2014). Thus, the third and fourth hypotheses are

H3: Emotional exhaustion mediates the effect of verbal abuse on turnover intention of garment workers in Indonesia.

H4: Emotional exhaustion mediates the effect of abusive supervision on turnover intention of garment workers in Indonesia.

2.4. Turnover Intention

Turnover intention is the condition of the employee’s mind to leave their work or profession in the organization. Turnover intention is a reliable indicator of actual voluntary turnover. Employee turnover can cause costs for companies that can hinder the effectiveness and efficiency of customer service and competitiveness (Alexandrov, Babakus, & Yavas, 2007). Most companies consider actual turnover as detrimental. However, it should be noted that understanding turnover intention is equally important for the company because an intention precedes actual behavior. This intention can be changed if intervened on time (Pradhan & Jena, 2018).

3. RESEARCH METHOD

3.1. Data and Sample

The data used were from the faculty of economics and business under research of labor in garment industry. The process of collecting respondents’ data was carried out by distributing questionnaire through a survey of garment workers in Indonesia across Java, including in Banten, DI Yogyakarta, DKI Jakarta, West Java, Central Java, and East Java. Research data collection was conducted from December 2017 to January 2018. This study succeeded in collecting 2897 samples. This research method used non-probability sampling with a purposive sampling technique. The research data were processed using Structural Equation
Modeling method with LISREL 8.51 software. This study used several variables:

1. Exogenous variables (independent variables) were verbal abuse and abusive supervision.

2. Endogenous variables (dependent variables) were emotional exhaustion and turnover intention.

### 3.2. Research Model

The research model is as follows:

![Research model](image)

**Figure 1** Research model. Source: Researchers’ modification.

### 3.3. Operationalization of Variables

Indicators used for the latent variable of verbal abuse were obtained from Ang et al. (2012). This variable was measured using two indicators that measure the frequency and agreement of respondents regarding verbal abuse they receive from superiors. The indicators used different Likert scales. The first indicator used a Likert scale from 1 “Never” to 5 “Always,” whereas the second indicator used a Likert scale from 1 “Strongly Disagree” to 5 “Strongly Agree.”

### 3.4. Abusive Supervision

The indicators used for the latent abusive supervision variables were taken from Ang et al. (2012). This variable was measured using four indicators for the frequency of mistreatment that respondents receive from superiors. The four indicators used a Likert scale from 1 “Never” to 5 “Always.”

### 3.5. Emotional Exhaustion

The indicators used for the latent variable emotional exhaustion was taken from Maslach and Jackson (1981). This variable was measured using two indicators for the frequency of occurrence of emotional fatigue in the work context. Both indicators used a Likert scale from 1 “Never” to 7 “Every Day.”

### 3.6. Turnover Intention

The indicator used for the latent variable turnover intention was obtained from Seashore et al. (1983). This variable was measured using two indicators for the respondents’ intention to leave their workplace. Both indicators used a Likert scale from 1 “Strongly Disagree” to 5 “Strongly Agree.”

### 4. RESULTS AND DISCUSSION

#### 4.1. Descriptive Analysis

The results of the descriptive analysis show that the grand mean of the verbal abuse variable is 2.328 (low). This shows that the frequency of verbal abuse that workers receive from supervisors at the factory is low. The abusive supervision variable has a grand mean of 1.525 (very low), which indicates that the frequency of ill treatment received from the supervisor at the factory is very low. The grand mean of the emotional exhaustion variable is 2.246 (very low). This figure shows that the frequency of emotional fatigue experienced by workers is very low. The grand mean of the turnover intention variable is 2.036 (low). This shows that respondents’ intention to leave the workplace is in a low condition.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicator</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Category</th>
<th>Grand Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal Abuse</td>
<td>X1.1</td>
<td>1</td>
<td>5</td>
<td>2.065</td>
<td>Low</td>
<td>2.328</td>
</tr>
<tr>
<td></td>
<td>X1.2</td>
<td>1</td>
<td>5</td>
<td>2.591</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td>Abusive Supervision</td>
<td>X2.1</td>
<td>1</td>
<td>5</td>
<td>1.571</td>
<td>Very Low</td>
<td>1.525</td>
</tr>
<tr>
<td></td>
<td>X2.2</td>
<td>1</td>
<td>5</td>
<td>1.602</td>
<td>Very Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.3</td>
<td>1</td>
<td>5</td>
<td>1.600</td>
<td>Very Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.4</td>
<td>1</td>
<td>5</td>
<td>1.327</td>
<td>Very Low</td>
<td></td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>Y.1</td>
<td>1</td>
<td>7</td>
<td>2.645</td>
<td>Very Low</td>
<td>2.246</td>
</tr>
<tr>
<td></td>
<td>Y.2</td>
<td>1</td>
<td>7</td>
<td>1.846</td>
<td>Highly Low</td>
<td></td>
</tr>
<tr>
<td>Turnover Intention</td>
<td>Z.1</td>
<td>1</td>
<td>5</td>
<td>2.033</td>
<td>Low</td>
<td>2.036</td>
</tr>
<tr>
<td></td>
<td>Z.2</td>
<td>1</td>
<td>5</td>
<td>2.038</td>
<td>Low</td>
<td></td>
</tr>
</tbody>
</table>
4.2. Measurement Model Analysis

4.2.1. Goodness of Fit Test for Measurement Model

On absolute fit measures, four measures of goodness of fit were found that meet good fit criteria (GFI, RMR, RMSEA, and ECVI). However, the results for other measures, such as Chi-Square and P-value, indicate poor fit. On incremental fit measures, all measures of goodness of fit were found to meet good fit (NFI, NNFI, AGFI, RFI, IFI, and CFI). On parsimonious fit measures (AIC and CAIC), the results of good fit are shown. In the other GOFI section, the Critical “N” value is 274.57, which means that this has a good fit (Critical “N” ≥ 200).

Table 2. Validity analysis.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicator</th>
<th>SLF</th>
<th>T-value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal Abuse</td>
<td>X1.1</td>
<td>0.91</td>
<td>39.39</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X1.2</td>
<td>0.56</td>
<td>27.42</td>
<td>Valid</td>
</tr>
<tr>
<td>Abusive Supervision</td>
<td>X2.1</td>
<td>0.88</td>
<td>55.13</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.2</td>
<td>0.92</td>
<td>58.97</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.3</td>
<td>0.42</td>
<td>22.59</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.4</td>
<td>0.43</td>
<td>23.01</td>
<td>Valid</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>Y.1</td>
<td>0.63</td>
<td>25.61</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Y.2</td>
<td>0.67</td>
<td>26.43</td>
<td>Valid</td>
</tr>
<tr>
<td>Turnover Intention</td>
<td>Z.1</td>
<td>0.92</td>
<td>36.46</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Z.2</td>
<td>0.71</td>
<td>31.25</td>
<td>Valid</td>
</tr>
</tbody>
</table>

4.2.2. Validity Analysis

Based on Table II, it can be assessed that all indicators (observed variables) of each latent variable have SLF ≥ 0.30 and t-value ≥ 1.96. This shows that the research model has a good measurement model validity (Wijanto, 2015).

4.2.3. Reliability Analysis

Based on Table III, it can be concluded that all latent variables in this study are reliable by looking at the construct reliability of every latent variable that has value ≥0.6.

Table 3. Reliability analysis.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicator</th>
<th>SLF</th>
<th>Error</th>
<th>Construct Reliability</th>
<th>Variance Extracted</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(CSSLF)²</td>
<td>CR ≥ 0.6</td>
<td>ΣSLF²</td>
</tr>
<tr>
<td>Variable Abuse</td>
<td>X1.1</td>
<td>0.91</td>
<td>0.17</td>
<td>2.16</td>
<td>0.72</td>
<td>1.14</td>
</tr>
<tr>
<td></td>
<td>X1.2</td>
<td>0.56</td>
<td>0.69</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Abusive Supervision</td>
<td>X2.1</td>
<td>0.88</td>
<td>0.23</td>
<td>7.02</td>
<td>0.78</td>
<td>1.98</td>
</tr>
<tr>
<td></td>
<td>X2.2</td>
<td>0.92</td>
<td>0.15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.3</td>
<td>0.42</td>
<td>0.82</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.4</td>
<td>0.43</td>
<td>0.82</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>Y.1</td>
<td>0.63</td>
<td>0.60</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y.2</td>
<td>0.67</td>
<td>0.55</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3. Structural Model Analysis

4.3.1. Goodness of Fit Test for Structural Model

The results of this research show that the goodness of fit for the structural model is the same as the goodness of fit for the measurement model. Based on the result, it can be concluded that the structural model in this study has good fit, because the results of testing the overall fitness of the structural model show 13 GOF (GFI, RMR, RMSEA, ECVI, NFI, NNFI, AGFI, RFI, IFI, CFI, AIC, CAIC and Critical “N”).
4.3.2. Causal Relations Analysis

![Figure 2 Path diagram (SLF and T-value).](image)

**Table 4. T-value and significance of structural models.**

<table>
<thead>
<tr>
<th>Path</th>
<th>T-value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal Abuse → Turnover Intention</td>
<td>4.07</td>
<td>Significant and Positive effect</td>
</tr>
<tr>
<td>Verbal Abuse → Emotional Exhaustion</td>
<td>8.56</td>
<td>Significant and Positive effect</td>
</tr>
<tr>
<td>Emotional Exhaustion → Turnover Intention</td>
<td>7.64</td>
<td>Significant and Positive effect</td>
</tr>
<tr>
<td>Abusive Supervision → Turnover Intention</td>
<td>7.24</td>
<td>Significant and Positive effect</td>
</tr>
<tr>
<td>Abusive Supervision → Emotional Exhaustion</td>
<td>6.39</td>
<td>Significant and Positive effect</td>
</tr>
</tbody>
</table>

4.3.2.1. T-values and Structural Equations

Based on Table IV, it can be seen that all path diagrams have t-value of more than 1.645. Thus, it can be concluded that the causal relationships in this study are significant and have positive effects. Furthermore, it was found that the abusive supervision variable has a higher direct effect (t-value = 7.24) than verbal abuse (t-value = 4.07) on turnover intention. However, in the indirect effect on turnover intention through emotional exhaustion, the verbal abuse variable has a higher significance (t-value = 8.56) when compared with abusive supervision (t-value = 6.39).

4.3.2.2. Coefficient of Determination \((R^2)\)

**Reduced Form Equations**

\[
Y = 0.33 \times X1 + 0.24 \times X2, \text{ Errorvar} = 0.73, R^2 = 0.27
\]

\[
(0.039) \quad (0.037)
\]

\[
8.56 \quad 6.39
\]

\[
Z = 0.21 \times X1 + 0.28 \times X2, \text{ Errorvar} = 0.81, R^2 = 0.19
\]

\[
(0.030) \quad (0.030)
\]

\[
9.15
\]

**Table 5. T-values from the indirect effect.**

<table>
<thead>
<tr>
<th>Latent Variable Relationship</th>
<th>Path</th>
<th>T-value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional exhaustion mediates the effect of verbal abuse on turnover intention</td>
<td>Verbal abuse → Emotional exhaustion</td>
<td>8.56</td>
<td>Mediated</td>
</tr>
<tr>
<td>Emotional exhaustion → Turnover intention</td>
<td>7.64</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional exhaustion mediates the effect of abusive supervision on turnover intention</td>
<td>Abusive supervision → Emotional exhaustion</td>
<td>6.39</td>
<td>Mediated</td>
</tr>
<tr>
<td>Emotional exhaustion → Turnover intention</td>
<td>7.64</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In Table V, it can be seen that there is a significant effect of verbal abuse on emotional exhaustion (t-value = 8.56). This is also shown by abusive supervision on emotional exhaustion (t-value = 6.39). In addition, a significant effect is also shown by emotional exhaustion on turnover intention (t-value = 7.64). Thus, it can be concluded that emotional exhaustion mediates the
effects of verbal abuse and abusive supervision on turnover intention.

Table 6. T-values from the direct effect.

<table>
<thead>
<tr>
<th>Latent Variable Relationship</th>
<th>Path</th>
<th>T-value</th>
<th>Mediation Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect of verbal abuse on turnover intention</td>
<td>Verbal abuse → Turnover intention</td>
<td>4.07</td>
<td>Partial Mediation</td>
</tr>
<tr>
<td>Effect of abusive supervision on turnover intention</td>
<td>Abusive supervision → Turnover intention</td>
<td>7.24</td>
<td>Partial Mediation</td>
</tr>
</tbody>
</table>

Based on Table VI, it was found that the direct relationship between the verbal abuse and turnover intention has t-value of 4.07. The t-value of the direct relationship between abusive supervision and turnover intention is 7.24. Thus, the type of mediation for both verbal abuse and abusive supervision on turnover intention through emotional exhaustion is partial mediation. This is because the t-value of the relationship that occurs for both direct effect (Table VI) and indirect effect (Table V) has positive values.

4.5. Hypothesis Testing Results

H1. Verbal abuse positively affects the turnover intention of garment workers in Indonesia (Accepted)

The research hypothesis is accepted and in line with the previous research by Brewer et al. (2013), who proved that verbal abuse exposure significantly influences organizational commitment and employee turnover intention. Budin, Brewer, Chao, and Kovner (2013) found that verbal abuse affects low job satisfaction, organizational commitment, and intention to stay. Son, Kim, and Lim (2017), when studying dental personnel, showed that verbal abuse has a significant influence on turnover intention due to feelings of stress and burden related to work. Rowe and Sherlock (2005) found that workers who usually experience verbal abuse are more likely to be stressed, feel less satisfied with work, and neglect more work.

H2. Abusive supervision positively affects the turnover intention of garment workers in Indonesia (Accepted)

The research hypothesis is accepted and in line with previous research by Arif et al. (2017), who showed that abusive supervision significantly influences turnover intention. Research by Schyns and Schilling (2013) suggests that abusive supervision can affect employees’ negative attitudes toward the organization as a whole. This is because employers are perceived as representatives of the organization but also because of the notion that the organization does not intervene to protect their employees. This then leads to increased employee turnover and declining performance.

After experiencing negative experiences in the workplace due to abusive supervision, employees will evaluate the situation and decide whether to stay or not in the organization, and they will tend to find work elsewhere (Ahmed & Muchiri, 2014; Turnley & Feldman, 1999). A study by Tepper (2000) on the consequences of abusive supervision shows that employees who experience higher abusive supervision will feel less satisfied with work, have lower levels of commitment to the organization, and have higher turnover intention.

H3. Emotional exhaustion mediates effect of verbal abuse on turnover intention of garment workers in Indonesia (Accepted)

The research hypothesis is accepted and in line with the previous research by Alameddine et al. (2015), who suggested that verbal abuse significantly affects the three burnout subscales of emotional exhaustion, depersonalization, and personal accomplishment, which then increases turnover intention. Kisa (2008) showed that nurses experience emotional exhaustion after experiencing verbal abuse, which then impacts morale, decreases productivity, and negatively influences their nursing care of patients.

Verbal abuse in the workplace cannot be ignored, because, besides having impact on decreasing work quality, work productivity, attention to work, and increasing errors, the impact is also related to emotional exhaustion and poor worker’s morale. Verbal abuse can also lead to disruption in interpersonal relationships, decreased work commitment, and frequent changes in the work area (Oztunc, 2006). Research by Sprigg, Armitage, and Hollis (2007) shows that the rough calls received by call handlers are related to emotional exhaustion, depersonalization, anxiety, and staff mental stress, which further influences organizational commitment and turnover intention.

H4. Emotional exhaustion mediates the effect of abusive supervision on turnover intention of garment workers in Indonesia (Accepted)

This research hypothesis is accepted and in line with the previous research by Pradhan and Jena (2018), who explained that emotional exhaustion partially mediates the relationship between abusive supervision (workplace stressor) and turnover intention (withdrawal behavior).
From a stress perspective, abusive supervision indirectly affects contextual performance (interpersonal facilitation and work dedication) through emotional exhaustion. This is because abusive supervision depletes employee resources, which decreases work dedication and employee participation in cooperative behavior such as helping coworkers. To protect from further depletion of their valuable resources, employees will keep their distance from the source of stress (Aryee, Sun, Chen, & Debrah, 2008).

Cole, Bernerth, Walter, and Holt (2010) showed that subordinates who are treated unfairly or harassed regarding distributive justice and interpersonal justice will experience emotional exhaustion. Their findings also confirm that emotional exhaustion mediates the influence between distributive justice and interpersonal justice on organizational commitment and turnover intention.

Table 7. Hypothesis testing and prior research.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Hypothesis Statement</th>
<th>Path</th>
<th>T-value</th>
<th>Current Study</th>
<th>Prior Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Verbal abuse positively affects the turnover intention of garment workers in Indonesia</td>
<td>Verbal abuse → Turnover intention</td>
<td>4.07</td>
<td>Hypothesis Accepted</td>
<td>Hypothesis Accepted (Brewer et al., 2013)</td>
</tr>
<tr>
<td>H2</td>
<td>Abusive supervision positively affects the turnover intention of garment workers in Indonesia</td>
<td>Abusive supervision → Turnover intention</td>
<td>7.24</td>
<td>Hypothesis Accepted</td>
<td>Hypothesis Accepted (Arif et al., 2017)</td>
</tr>
<tr>
<td>H3</td>
<td>Emotional exhaustion mediates effect of verbal abuse on turnover intention of garment workers in Indonesia</td>
<td>Verbal abuse → Emotional exhaustion</td>
<td>8.56</td>
<td>Hypothesis Accepted</td>
<td>Hypothesis Accepted (Alameddine et al., 2015)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emotional exhaustion → Turnover intention</td>
<td>7.64</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H4</td>
<td>Emotional exhaustion mediates the effect of abusive supervision on turnover intention of garment workers in Indonesia</td>
<td>Abusive supervision → Emotional exhaustion</td>
<td>6.39</td>
<td>Hypothesis Accepted</td>
<td>Hypothesis Accepted (Pradhman &amp; Jena, 2018b)</td>
</tr>
</tbody>
</table>

5. CONCLUSION AND IMPLICATION

Verbal abuse has a direct positive influence on the turnover intention of garment workers in Indonesia. This is because verbal abuse can make the recipient feel attacked, disrespected, or insulted, which then negatively influences work attitudes, organizational commitment, and intention to stay (Budin et al., 2013; Son et al., 2017; Rowe & Sherlock, 2005).

Abusive supervision has a direct positive influence on the turnover intention of garment workers in Indonesia. Abusive supervision can affect employees’ negative attitudes toward the organization as a whole. This is due to the assumption that the supervisor is a representative of the organization and the perception that the organization is negligent in overcoming this action. This situation makes workers evaluate the situation and decide whether to stay or not in the organization, and they will tend to look for work elsewhere (Schyns & Schilling, 2013; Ahmed & Muchiri, 2014; Tepper, 2000; Malek et al., 2018).

Emotional exhaustion has a mediating role in the indirect influence of verbal abuse on the turnover intention of garment workers in Indonesia. This is because workers who experience verbal abuse will experience emotional reactions such as shame, anxiety, anger, depersonalization, and mental stress, which then leads to low organizational commitment and increased withdrawal behavior and turnover intention (Kisa, 2008; Oweis & Diabat, 2005; Oztunc, 2006; Sprigg et al., 2007).

Emotional exhaustion has a mediating role in the indirect influence between abusive supervision on turnover intention of garment workers in Indonesia. This is because abusive supervision depletes worker resources, so workers experience emotional exhaustion. To protect the depletion of its resources, workers tend to keep their distance from these sources of stress, which then results in a decrease in work dedication and commitment and increased turnover intention (Chi & Liang, 2013; Aryee et al., 2008; Cole et al., 2010).
6. RESEARCH LIMITATIONS

This research was conducted as a cross-sectional study. Therefore, it is better for the next study to be conducted as a longitudinal study to capture the consistency of the results of the study. Future research can be carried out in different industrial contexts, for example, in the service industry and other manufacturing so that research can provide more diverse information on related topics.

REFERENCES


