

# Proceedings of the Asia-Pacific Research in Social Sciences and Humanities Universitas Indonesia Conference (APRISH 2019)

## 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\*

Department of Management, Universitas Indonesia, Depok, Indonesia \*Corresponding author. Email: <a href="mailto:sari.whyn@gmail.com">sari.whyn@gmail.com</a>

#### **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.



- Identify the effect of abusive supervision on the turnover intention of garment workers in Indonesia.
- 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 ones 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

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

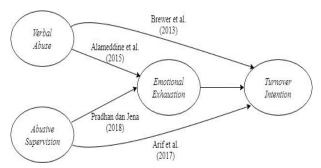


Modeling method with LISREL 8.51 software. This study used several variables:

- 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:



**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

**Indicator** 

X1.1

X1.2

X2.1

X2.2

X2.3

X2.4

Y.1

Y.2

Z.1

Min

1

1

1

1

1

1

1

5

2,033

2,038

**Table 1.** Descriptive analysis.

Variable

Verbal Abuse

Abusive Supervision

**Emotional Exhaustion** 

**Turnover Intention** 

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.

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."

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

### 4. RESULTS AND DISCUSSION

## 4.1. Descriptive Analysis

Max Mean Category **Grand Mean** 5 2,065 Low 2,328 5 2.591 Low 5 1,571 Very Low 5 1,602 Very Low 5 1,600 Very Low 1,525 5 1,327 Very Low 7 2,645 Very Low 2,246 7 1,846 Highly Low

Low

Low

2,036



### 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

Table 2. Validity analysis.

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"  $\geq$  200).

Variable	Indicator	SLF	T-value	Result
Varhal Abusa	X1.1	0,91	39,39	Valid
Verbal Abuse	X1.2	0,56	27,42	Valid
	X2.1	0,88	55,13	Valid
Abusina Cumamisian	X2.2	0,92	58,97	Valid
Abusive Supervision	X2.3	0,42	22,59	Valid
	X2.4	0,43	23,01	Valid
Emptional Enhanction	Y.1	0,63	25,61	Valid
Emotional Exhaustion	Y.2	0,67	26,43	Valid
T:	Z.1	0,92	36,46	Valid
Turnover Intention	Z.2	0,71	31,25	Valid

#### 4.2.2. Validity Analysis

Based on Table II, it can be assessed that all indicators (observed variables) of each latent variable have  $SLF \ge 0.30$  and t-value  $\ge 1.96$ . 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  $\geq 0.6$ .

#### 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").

**Table 3.** Reliability analysis.

Variable	Indicator SLF		Error	Construct Reliability		Variance Extracted		Result	
				(ΣSLF) <sup>2</sup>	$CR \ge 0.6$	$\Sigma SLF^2$	Optional		
Variable Abuse	X1.1	0,91	0,17	2,16	0,72	1,14	0,57	Reliable	
variable Abuse	X1.2	0,56	0,69						
	X2.1	0,88	0,23	7,02	0,78	1,98	0,50	Reliable	
Abusive	X2.2	0,92	0,15						
Supervision	X2.3	0,42	0,82						
	X2.4	0,43	0,82						
Emotional	Y.1	0,63	0,60	1,69	1.60	1.60	0,85	0.05	Reliable
Exhaustion	Y.2	0,67	0,55		9 0,60	0,85	0,85 0,42	Kenable	



Variable	riable Indicator SLF		Error	Construct Reliability		Variance Extracted		Result
				(ΣSLF) <sup>2</sup>	$CR \ge 0.6$	$\Sigma SLF^2$	Optional	
Turnover	Z.1	0,92	0,15	2.66	0.01	1.25	0.69	D-11-1-1-
Intention	Z.2	0,71	0,49	2,66	0,81	1,35	0,68	Reliable

### 4.3.2. Causal Relations Analysis

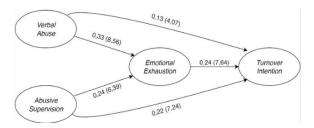


Figure 2 Path diagram (SLF and T-value).

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

Path	T-value	Result
Verbal Abuse → Turnover Intention	4,07	Significant and Positive effect
Verbal Abuse → Emotional Exhaustion	8,56	Significant and Positive effect
Emotional Exhaustion → Turnover Intention	7,64	Significant and Positive effect
Abusive Supervision → Turnover Intention	7,24	Significant and Positive effect
Abusive Supervision → Emotional Exhaustion	6,39	Significant and Positive effect

#### 4.3.2.2. Coefficient of Determination (R<sup>2</sup>)

## Reduced Form Equations

$$Y = 0.33 * X1 + 0.24 * X2$$
, Errorvar = 0.73,  $R^2 = 0.27$   
(0.039) (0.037)  
8.56 6.39  $Z = 0.21 * X1 + 0.28 * X2$ , Errorvar. = 0.81,  $R^2 = 0.19$   
(0.030) (0.030)

Table 5. T-values from the indirect effect.

The emotional exhaustion variable can be 27% explained by verbal abuse and abusive supervision variables, whereas the remaining 73% is explained by other variables outside the study. Turnover intention variable can be 19% explained by verbal abuse and abusive supervision variables, whereas the remaining 81% is explained by other variables outside the research.

4.3.2.1. T-values and Structural Equations

abusive supervision (t-value = 6.39).

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

### 4.4. Analysis Mediation Effect

Determine the significance of the Indirect Effect

Latent Variable Relationship	Path	T-value	Result	
Emotional exhaustion mediates the effect of verbal abuse on	Verbal abuse → Emotional exhaustion	8,56	Mediated	
turnover intention	Emotional exhaustion → Turnover intention	7,64		
Emotional exhaustion mediates the effect of abusive supervision	Abusive supervision → Emotional exhaustion	6,39	Mediated	
on turnover intention	Emotional exhaustion → Turnover intention	7,64		

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.

Determine the significance of the Direct Effect and Mediation Type

Table 6. T-values from the direct effect.

Latent Variable Relationship	Path	T-value	Mediation Type
Effect of verbal abuse on turnover intention	Verbal abuse → Turnover intention	4,07	Partial Mediation
Effect of abusive supervision on turnover intention	Abusive supervision → Turnover intention	7,24	Partial Mediation

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 which further influences stress, 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.

Hypo- thesis	Hypothesis Statement	Path	T- value	Current Study	Prior Study
Н1	Verbal abuse positively affects the turnover intention of garment workers in Indonesia	Verbal abuse → Turnover intention	4.07	Hypothesis Accepted	Hypothesis Accepted (Brewer et al., 2013)
H2	Abusive supervision positively affects the turnover intention of garment workers in Indonesia	Abusive supervision → Turnover intention	7.24	Hypothesis Accepted	Hypothesis Accepted (Arif et al., 2017)
НЗ	Emotional exhaustion mediates effect of verbal abuse on turnover	Verbal abuse → Emotional exhaustion	8,56	Hypothesis	Hypothesis Accepted (Alameddine et al., 2015)
	intention of garment workers in Indonesia	Emotional exhaustion → Turnover intention	7,64	Accepted	
H4	Emotional exhaustion mediates the effect of abusive supervision on turnover intention of garment workers in Indonesia	Abusive supervision → Emotional exhaustion	6,39	Hypothesis Accepted	Hypothesis Accepted (Pradhan & Jena, 2018b)

### 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

- [1] Ahamed, F. 'Job dissatisfaction in the Bangladesh readymade garment sector to what extend HR/IR practices can grow exhilaration of RMG workers?' International Journal of Business and Management [Review], 2(1), 2014, pp. 1–12.
- [2] Ahmed, E. and Muchiri, M. 'Linking abusive supervision to employees' OCBs and turnover intentions: the role of a psychological contract breach and perceived organizational support'. Contemporary Management Research, 10(2), 2014, pp. 147–164.
- [3] Alameddine, M., Mourad, Y. and Dimassi, H. 'A national study on nurses' exposure to occupational violence in Lebanon: prevalence, consequences and associated factors'. PLOS ONE, 10(9), 2015, pp. e0137105.
- [4] Alexandrov, A., Babakus, E. and Yavas, U. 'The effects of perceived management concern for frontline employees and customers on turnover intentions: moderating role of employment status'. Journal of Service Research, 9(4), 2007, pp. 356– 371.
- [5] Arif, M., Ilyas Sindhu, M., Faiza Urooj, S. and Haider Hashmi, S. 'Impact of abusive supervision on turnover intention through future work selfsalience and organization-based self-esteem'. International Journal of Organizational Leadership, 6(4), 2017, pp. 481–490.
- [6] Aryee, S., Sun, L. Y., Chen, Z. X. G. and Debrah, Y. A. 'Abusive supervision and contextual performance: the mediating role of emotional exhaustion and the moderating role of work unit structure'. Management and Organization Review, 4(3), 2008, pp. 393–411.
- [7] Babakus, E., Yavas, U. and Karatepe, O. M. 'The effects of job demands, job resources and intrinsic motivation on emotional exhaustion and turnover intentions: a study in the Turkish hotel industry'. International Journal of Hospitality and Tourism Administration, 9(4), 2008, pp. 384–404.

- [8] Bekker, M. H. J., Croon, M. A. and Bressers, B. 'Childcare involvement, job characteristics, gender and work attitudes as predictors of emotional exhaustion and sickness absence'. Work and Stress, 19(3), 2005, pp. 221–237.
- [9] Brewer, C. S., Kovner, C. T., Obeidat, R. F. and Budin, W. C. 'Positive work environments of early-career registered nurses and the correlation with physician verbal abuse'. Nursing Outlook, 61(6), 2013, pp. 408–416.
- [10] Budin, W. C., Brewer, C. S., Chao, Y. Y. and Kovner, C. Verbal abuse from nurse colleagues and work environment of early career registered nurses'. Journal of Nursing Scholarship, 45(3), 2013, pp. 308–316.
- [11] BWI. 'Laporan tahunan 2017: sebuah telaah industri dan pemenuhan aturan Indonesia'. Jenewa, 2017.
- [12] BWI. 'Ringkasan proyek (edisi 2018): better Work Indonesia'. Better Work Indonesia, 2018, p. 4.
- [13] Cho, J. E., Choi, H. C. and Lee, W. J. 'An empirical investigation of the relationship between role stressors, emotional exhaustion and turnover intention in the airline industry'. Asia Pacific Journal of Tourism Research, 19(9), 2014, 1023– 1043.
- [14] Cole, M. S., Bernerth, J. B., Walter, F. and Holt, D. T. 'Organizational justice and individuals' withdrawal: unlocking the influence of emotional exhaustion'. Journal of Management Studies, 47(3), 2010, pp. 367–390.
- [15] De Neve, G. 'Entrapped entrepreneurship: labour contractors in the South Indian garment industry'. Modern Asian Studies, 48(5), 2014, pp. 1302– 1333.
- [16] Diaz, A. L. and McMillin, J. D. 'A definition and description of nurse abuse'. Western Journal of Nursing Research, 13(1), 1991, pp. 97–109.
- [17] Green, A. E., Miller, E. A. and Aarons, G. A. 'Transformational leadership moderates the relationship between emotional exhaustion and turnover intention among community mental health providers'. Community Mental Health Journal, 49(4), 2013, pp. 373–379.
- [18] Hossain, G. and Mahmood, M. Employee turnover in the garment industry in Bangladesh: an organization-level perspective'. South Asian Journal of Human Resources Management, 5(2), 2018, pp. 129–149.



- [19] ICN 2007 Guidelines on coping with violence in the workplace. International Council of Nurses, Geneva.
- [20] international labour organization 2014 Wages and working hours in the textiles, clothing, leather and footwear industries (1st ed). Retrieved from http://ilo.org/wcmsp5/groups/public/---ed\_dialogue/---sector/documents/meetingdocument/wcms\_345739 .pdf. International Labour Organization, Geneva.
- [21] Kemenperin 2017. 'Kemenperin bidik ekspor TPT capai USD15 miliar tahun 2019'. Retrieved from http://www.kemenperin.go.id/artikel/18144/Kemen perin-Bidik-Ekspor-TPT-Capai-USD15-Miliar-Tahun-2019.
- [22] Kisa, S. 'Turkish nurses' experiences of verbal abuse at work'. Archives of Psychiatric Nursing, 22(4), 2008, pp. 200–207.
- [23] Kraemer, T. and H.J. Gouthier, M. H. J. 'How organizational pride and emotional exhaustion explain turnover intentions in call centers A multigroup analysis with gender and organizational tenure'. Journal of Service Management, 25(1), 2014, pp. 125–148.
- [24] Maslach, C. and Leiter, M. P. 'Early predictors of job burnout and engagement'. Journal of Applied Psychology, 93(3), 2008, pp. 498–512.
- [25] Maslach, C., Schaufeli, W. B. and Leiter, M. P. 'Job burnout'. Annual Review of Psychology, 52, 2001, pp. 397–422.
- [26] Ogungbamila, B., Balogun, A. G., Ogungbamila, A. and Oladele, R. S. 'Job stress, and emotional intelligence as predictors of turnover intention: evidence from two service occupations'. Mediterranean Journal of Social Sciences, 5(6), 2014, pp. 351–357.
- [27] Oztunç, G. 'Examination of incidents of workplace verbal abuse against nurses'. Journal of Nursing Care Quality, 21(4), 2006, pp. 360–365.

- [28] Pradhan, S. and Jena, L. K. 'Abusive supervision and job outcomes: a moderated mediation study'. Evidence-Based HRM: a Global Forum for Empirical Scholarship, 6(2), 2018, pp. 137–152.
- [29] Pradhan, S. and Jena, L. K. 'Abusive supervision and job outcomes: a moderated mediation study'. Evidence-Based HRM: a Global Forum for Empirical Scholarship, 6(2), 2018, pp. 137–152.
- [30] Rowe, M. M. and Sherlock, H. 'Stress and verbal abuse in nursing: do burned out nurses eat their young?' Journal of Nursing Management, 13(3), 2005, pp. 242–248.
- [31] Schyns, B. and Schilling, J. 'How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes'. Leadership Quarterly, 24(1), 2013, pp. 138–158.
- [31] Son, J. H., Kim, C. H. and Lim, D. S. 'Study on verbal abuse experience of dental personnel in dental clinics and hospitals'. Research Journal of Pharmacy and Technology, 10(7), 2017, pp. 2335– 2339.
- [33] Sprigg, C. A., Armitage, C. J. and Hollis, K. 'Verbal abuse in the national health service: impressions of the prevalence, perceived reasons for and relationships with staff psychological wellbeing'. Emergency Medicine Journal, 24(4), 2007, pp. 281–282.
- [34] Tepper, B. J. 'Consequences of abusive supervision'. Academy of Mangement Journal, 43(2), 2000, pp. 178–190.
- [35] Turnley, W. H. and Feldman, D. C. 'The impact of psychological contract violations on exit, voice, loyalty, and neglect'. Human Relations, 52(7), 1999, pp. 895–922.
- [36] Wijanto, S. H. 'Metode Penelitian Menggunakan Structural Equation Modeling dengan LISREL 9' Jakarta: lembaga penerbit fakultas ekonomi UI, 2015.