

Effects of Abusive Supervision on Employees' Turnover Intention: Mediating Role of Emotional Exhaustion, Surface Acting, and Organizational Dehumanization

Salman Khalid & Bilal Aziz

Institute of Business & Management
University of Engineering and Technology Lahore, Pakistan.

Ayesha Farooqui

National College of Business Administration & Economics, Lahore, Pakistan.
Email: aisha.farooqui@live.com

Abstract

Abusive supervision is the worst side of the leader's behavior, in this research the effect of abusive supervision on employee's turnover intention was measured. It also measured the mediation effect of emotional exhaustion, organizational dehumanization, and surface acting. Quantitative research design was used in this study and nature of research was causal. The study was conducted by using technique of convenience sampling. Data for this research was gathered by using questionnaire from workers working in banking sector of Pakistan. To measure the frequency of demographics, descriptive analysis was conducted through SPSS version 20 and for the measurement of structural equation modeling Smart PLS version 3.0 was used. 350 questionnaires were distributed among respondents and 304 were found valid. Results revealed that abusive supervision has a significant positive effect on employee's turnover intention. Furthermore, the effect of abusive supervision on turnover intention was partially mediated by emotional exhaustion and organizational dehumanization while there is no mediating effect of surface acting has found. This research has some limitations which can be covered in future. Due to shortage of time and cost this study was conducted only in one city of Pakistan while in future, research can be conduct in broader geographical areas of Pakistan. Furthermore only one dimension of emotional labor i.e., surface acting was measured in this study while in future second dimension of emotional labor i.e. deep acting can be measured, and moderating effect of quality work can also be assessed.

Key words: Abusive Supervision, Emotional Exhaustion, Turnover Intention, Surface Acting, Organizational Dehumanization

Submission 08-Aug-22; Revision 24-Aug-22; Accepted 07-Sep-22; Published 15-Sep-22

Turnover intention of employees became a big problem in banking sector which ultimately impacts the profitability and performance of the banks. Banks identify the reasons of turnover intention of employees to overcome this problem. Notwithstanding number of research studies have been conducted on employees' turnover intention but little focus was given to the financial institutions. With the significant change in financial situations and innovation development many problems were raised i.e., competition among workers and enterprises. Companies focused on their employees to give maximum output at minimum resources, also smartly manage their stress with low salaries (Khan, et al., 2017). Intention to quit can be defined as an individual evaluation of a worker about the probability of run away from the workplace (Theron, et al., 2014). Takawira, et al., (2014) explained that intention to quit is the plan of quitting the workplace and go somewhere else for looking a job. Li, et al., (2017) utilized model of intention to quit to demonstrate workers' leaving attitude and initially acquired aim to quit as an estimate of turnover attitude. Former research revealed that aim to quit is one of the major mediums and as instant predecessor of worker's turnover (Griffeth, et al., 2000).

Supervisors play negative role which may cause negative impact on their subordinates. Through professional connections leaders can build the behavior and attitude of their subordinates. Particularly, abusive supervision is the darkest side of leaders which is extensively found in any business. One of the significant damages of abusive supervision is that it harms the performance of employees which ultimately increased the turnover ratio in organizations (Ahmad, et al., 2016). There are many reasons of employees' turnover in organizations, one of them is abusive supervision. In organizations, "negative or abusive" supervision has most studied research area (Harris et. al., 2007; Wu & Hu, 2009). Previous researchers examined the toxic attitude of supervisors and leadership styles according to their attitude, that leadership styles are inconsequential autocracy (Ashforth, 1993), lethal leaders (Lipman-Blumen, 2005), harmful leadership (Einarsen, et al., 2007), and abusive supervision (Tepper, 2000; Tepper et. al., 2006). Abusive supervision can be defined as employees' insight of the degree at which their employers' show aggressive verbal as well as nonverbal attitude (Mitchell & Ambrose, 2007; Tepper, 2000). Abusive supervision is an insight of continuous exploitation from employers' side (Frieder, et al., 2015).

Organizations view employees as an innocent observer who showed anger and abusive supervision due to lack in self-regulation (Shoss, et al., 2013). However, some research studies started to explore adverse effect of manager and subordinates' association with variables like cruelty (Shore & Coyle-Shapiro, 2012) and obstruction of a workplace perceived by the subordinates and workplace dehumanization perceived by the subordinates (Bell & Khoury, 2011, 2016; Caesens et. al., 2017) as studies concluded that workplace is a cause of destruction for employees (Gibney, et al., 2009).

The basis of organizational dehumanization can be found in literature of social psychology (Haslam & Loughnan, 2014). The phenomenon of dehumanization was explained by social psychologists as a refusal of enact human being to others (Haslam, 2006). Moreover, in accordance with dehumanization dual model suggested by Haslam (2006), there are two main attributes that causes refusal of an individual that creates two states of dehumanization i.e., being refused specifically based on human characteristics which differentiate human from brutes and being refused commonly based on characteristics of human psychology that differentiate human being from things.

As managers are significant pillars of any workplace (Levinson, 1965) therefore subordinates sometimes blame workplace for the inhuman treatment of managers to them (Stinglhamber, et al., 2015). More importantly, employees might hold the organization responsible for the negative treatment received from supervisors. Emotional Exhaustion defines as dearth of emotions and power due to usage of emotion and power due to usage of emotional asses of a person because of unrestrained psychological needs (Maslach, 2000).

Abusive supervision is separately discussed with different variables, but no collective research was found on the effects of abusive supervision on turnover intention and mediating by emotional exhaustion, surface acting, and organizational dehumanization. The relationship of abusive supervision with cyberloafing and emotional exhaustion is moderating by organizational commitment (Lim, et al., 2020). Caesens, et al., (2018) stated the relationship of abusive supervision with organizational dehumanization. The researcher also examined the influence of abusive supervision on emotional regulation and outcomes (Moin, et al., 2019).

As in previous studies abusive supervision was considered as negative way of leadership thus in previous decades the cost related to results of such type of management remained center of attention for the researchers. Because of such type of leadership, the association among subordinates and supervisor was affected due to retaliation of a subordinate in a similar negative way. However, it is critical to investigate other attitudes that employee showed in retaliation which caused rise in turnover intention of subordinates.

Therefore, the research proposed to investigate the effects of abusive supervision on employees' turnover intention and to measure the mediating role of emotional exhaustion, surface acting and organizational dehumanization in the banking sector of Pakistan.

It is important to study that how abusive supervision influence on turnover intention of employees. This study has significance especially in Pakistan because

employee turnover intention is common in banking sector of Pakistan. This research is significant in both the context, theoretical and practical. It aims to analyse the impact of Abusive Supervision on turnover intention of employee Emotional Exhaustion, Surface Acting, Organizational Dehumanization as a mediator between Abusive Supervision and Turnover Intention of employees.

To fulfil the purpose of this research following objectives are formulate:

- To investigate the effects of abusive supervision on employees' turnover intention in banking sector of Pakistan.
- To investigate the effects of abusive supervision on employees' turnover intention through emotional exhaustion in banking sector of Pakistan.
- To investigate the effects of abusive supervision on employees' turnover intention through surface acting in banking sector of Pakistan.
- To investigate the effects of abusive supervision on employees' turnover intention through organizational dehumanization in banking sector of Pakistan.

This research has significant theoretical contribution. Existing research depicts the ramification of abusive supervision on turnover intention of employees through several theoretical perspectives i.e., Conservation of Resource (COR) theory. In accordance with COR theory (Hobfoll, 1989) workers require resources from their employers i.e., material resources such as car, laptop, and immaterial resources like emotional demand from their employers. In response to that they must provide required output to their employers but when these resources are depleted the employees will move towards stress. In the current research the employees working in banking sector have some emotional demands from their employees i.e., to treat them in appreciating manner. But when employees face abusive behaviour on the part of employer, they become emotionally depleted and show fake organizational demanded emotions, they believe with the time that their organization use them only for the sake of fulfilment of its objectives. Due to these reasons employee intend towards leaving intentions.

Literature Review

Abusive Supervision and Turnover Intention

The research on turnover may determine the role of negative intentions that appear leads them to leave their present employer (Holtom et al., 2008). Abusive behaviour of a supervisor may be considered as one of such states of intention to leave the organization. The authoritative power associated to a supervisor controls the activities of employees, but when such authoritative power entered by the supervisor in aggressive way and in 'tough management style' that will affect employees in an unfavourable way that creates abusive supervision (Tepper, 2000; Mitchell and Ambrose, 2007). Abusive supervision has significant association among psychological

wellbeing and turnover intention of workers. Intrinsic motivation acts as an arbitrator in relationship among abusive behaviour of a supervisor and psychological wellbeing and abusive behaviour of a supervisor and employee turnover intention (Hussain, et al., 2020). Furthermore, the moderating role of lower ranking staff emotional intelligence in reducing the adverse effects of abusive behaviour on intention to quit (Pradhan & Jena, 2018). Similarly, the researcher explored that positive association among abusive supervision and turnover intention had been moderated by continuance commitment as the positive relation among abusive supervision and turnover intention become weaker due to inflated continuance commitment. (Saleem, et al., 2018)

In Pakistan, individuals have distances with their leaders, so they do not accept the abusive behaviour of the employer (Hofstede 1980) and people do not leave job quickly due to abusive behaviour of employees, so, phases one, two, and four are not applicable in this situation. Moreover, employees immediately resigned from the companies who maintain social distance from their employees (Chen, et al., 2019). Poor economic condition of country is also the reason of staying with the organizations in case of abusive supervision (Kazmi 2019). In this case, people fall in three or five phase of decision process. Leaving job is a vital indicator of the turnover intention (Griffeth, et al., 2000) and due to abusive supervision employees started to think about to leave the organization (Saleem, et al., 2018). Same as with the banking sector, the employee turnover ratio is very high, and it is a big challenge for banking sector. There are several reasons of employee's turnover in banking sector i.e., low working at work, less development chances, and abusive behaviour of employees (Saeed, et al., 2014).

Mediating Role of Emotional Exhaustion

The association among abusive behaviour of a supervisor and intention to leave (Harvey, et al., 2007) has been nourished by emotional exhaustion (Cropanzano et al., 2003; Azharudeen & Andrew, 2018; Ahmad & Begum, 2020). Emotional exhaustion might be a critical factor that leads the employees to leave their organization (Cropanzano, et al., 2003). When workers are suffered from stress their physical and mental resources tend to move at lowest level, therefore they indulge in such sort of strategies that helps them to avoid harm to their wellbeing (Hobfoll, 2002). Thus, emotional exhaustion results in turnover intention of workers as they tend to move towards strategy of withdrawal (Swider and Zimmerman, 2010) as emotional exhaustion is affected though pressure of time and turnover intention is affected through organizational support so the employees can safeguard themselves from destruction while surface acting has affect on both emotional exhaustion and employee turnover intention. (Schiffinger & Braun, 2019)

Mediating Role of Surface Acting

Abusive supervision's bearing impact make it difficult for employees to get away from its outcomes (Tepper, 2000) as interchanging views among employees and supervisors cannot be neglected, therefore workers use emotional labour strategy: surface acting to streamline their interchanging views with their supervisors with the hope that future abuse from supervisor's side can be reduced (Tepper, et al., 2007; Tepper, 1995). Through surface acting workers retaliate abusive supervision in a better way by following display rules while showing undesirable emotions of displeasure. However, while doing important task that need to bear abuse of supervisor surface acting may be used by employees instead of deep acting (Ashman, 2008). Conservation of resource theory is based on stress related issues at workplace (Hobfoll, 1989) that is used by different researchers in such way that they examine the association among job burnout, display regulations, and emotional labour (Brotheridge and Lee, 2002) and suggested that it is best suited to investigate the relationship among abusive supervision, emotional regulation, and work outcomes. Furthermore, it is investigated based on theory that relates with COR that abusive behaviour of a supervisor has a significant association with sentimental labour strategies such as surface acting which relates with hiding internal emotions and act in accordance with display rules and surface acting and abusive behaviour of a supervisor has a direct positive association (Moin, et al., 2019). Goodwin, et al., (2011) explain that there exist a significant association among surface acting and employee turnover intention.

Mediating Role of Organizational Dehumanization

It has been observed from a previous study that by limiting the employee bearing abusive behaviour of a supervisor has eventually make him feel that he has been treated dehumanized by his concern (Caesens, et al., 2018). Abusive behaviour of a supervisor made employee feel that he has been treated as dehumanized that in turn led to pessimist outcomes such as lower satisfaction of employee from his job, lower employee commitment and rise in intention to leave (Caesens, et al., 2018).

Moreover, researchers attempt to point out tools which narrated that why supervisor abusive behaviour gives rise to adverse results (Tepper, 2016). The association among optional turnover of employees and abusive behaviour of a supervisor has explained by perceived injustice which was proposed by Tepper (2000). Organizational dehumanization has adverse effect on welfare of an employee as well as result of cooperation (Bell & Khoury, 2016; Caesens, et al., 2017; Christoff, 2014). Previous research showed that they exist a significant association among organizational dehumanization, emotional exhaustion, psychometric strains, turnover intention of employees, and there exist a significant association among abusive supervision and job satisfaction (Bell & Khoury, 2016; Caesens, et al., 2017). Moreover, it was suggested that organizational dehumanization could guide towards adverse circumstances because it hinders fundamental emotional requirements of employees (Christoff, 2014).

Bell and Khoury (2011) explained that perception of dehumanization in employees belonged towards aim of quitting to concern and adverse incidence of dehumanization reduced morale of employees and lead them towards separation from the concern.

Based on COR theory, the theoretical framework of this study was designed.

H₁: There is an effect of Abusive Supervision on Turnover intention

H₂: There is an effect of Abusive Supervision on Turnover intention through Emotional Exhaustion

H₃: There is an effect of Abusive Supervision on Turnover intention through Surface Acting

H₄: There is an effect of Abusive Supervision on Turnover intention through Organizational Dehumanization

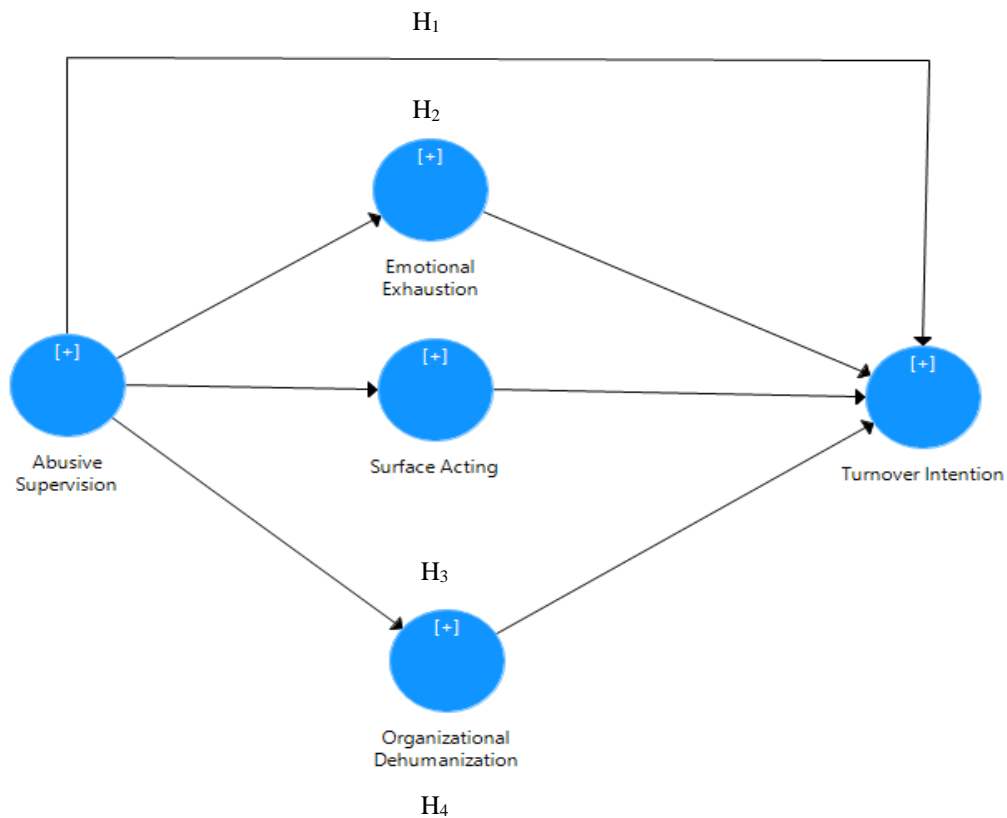


Figure 1. *Theoretical Framework of this Study*

Methodology

Research Design

The research has been followed the positivism paradigm, deducted approach, and quantitative research design because this study identify the abusive behaviour of supervisors and assessed its impacts on turnover intention through emotional exhaustion, surface acting, and organizational dehumanization. To achieve the purpose, we conducted this study on the employees working in banks. For the data analysis Statistical Product for Social Sciences Version 20 (SPSS) and Smart PLS version 3.0 have been used.

Population and Sampling

The population of this study has been selected from the employees of banks operating in Pakistan. There is total 33 number of scheduled banks in Pakistan. Where, 29 banks are domestic and remaining 4 are foreign banks. Furthermore, there are total 13692 number of branches in which 13683 are domestic while remaining 9 branches are of foreign banks. This study focused on domestic banks only and by using convenience sampling technique, data has been collected. Convenience sampling has been used because it was assumed that the selected population is identical, and the sample size was same as the selected population in context of the attributes being analyzed (Hair, et al., 2002). Thus, to represent the population accurately and reliably the best recommendation is to apply probability sampling techniques, but these techniques consume a lot of time and cost. Due to that reason convenience sampling is used in the current research as it is time and cost efficient. The sample size of the study was 350 employees of banks. Data was collected through online survey and in-person visits to banks in Lahore, Pakistan and 305 responses were obtained from the employees. For this reason, we has been followed the research ethics by giving them the surety not to disclose their personal data and we used these responses only for academic purpose.

Construct Measurement

The constructs of study have been measured through the adopted questionnaires on 7 points Likert Scale which starts from 1= Strongly Disagree to 7= Strongly Agree.

Abusive supervision has been measured through the Tepper (2000) 12-items scale. Turnover intention has been measured through 4-items Turnover Intention Scale (TIS) by Becker and Billings (1993). Emotional Exhaustion has been measured through the short version of measurement scale by Maslach and Jackson (1981). Organizational dehumanization has been measured through 11-items measurement scale by Caesen, et. al., (2017). Surface Acting has been measured through the 5-items subscale of TELSS by Yin, (2012).

Respondents' Profile

Responses were collected from different banks operating in Pakistan such as BOP, ABL, Bank Al Habib Limited, MCB, Bank Alfalah Limited, HBL, UBL, Bank Islami Limited, AMBL, Silk Bank Limited, Soneri Bank Limited, Faisal Bank Limited, Sindh Bank Limited, Askari Bank, and Meezan Bank Limited. Where, 232 respondents were male and 72 were female in which 53% respondents were married. Majority of the respondents were graduated and post-graduated which depicted the good literacy rate. The salary of half out of total respondents fell between the ranges of rupees 25,000 to 75,000. Data has been gathered from top to lower level management i.e., branch managers, operational managers, relationship managers, and financial risk managers, officer grade, general banking officers, business sales officers, auditors, loan officers, accounts executives, telly sales officers, business development officers, teller, cashier, customer service officer, and clerks.

Data Analysis

Construct Reliability and Validity

Cronbach's alpha test was performed to measure the reliability of indicators of latent variables. By gathering, the cut-offs apply greater or equal to 0.80 for a fair level, 0.70 for an adequate level, and 0.60 for a level for exploratory intent. In an adequate model, composite reliability for exploratory purpose should be equal to or greater than .6 (Höck & Ringle, 2006; Chin, 1998) and for confirmatory use it should be equal to or greater than .70 (Henseler, et al., 2012). For a good model for confirmatory use, it should be equal to or greater than .80 (Daskalakis & Mantas, 2008). The convergent validity was measured through the average variance extracted (AVE). AVE reflects the average communality for each latent factor in a reflective model. In a tolerable model, AVE should be greater than .5 (Chin, 1998; Höck & Ringle, 2006).

Table 1

Construct Reliability and Validity

	Cronbach's alpha	CR	Outer loading	Ave
Abusive Supervision	0.716	0.840		0.636
AB1			0.765	
AB2			0.789	
AB3			0.836	
Emotional Exhaustion	0.764	0.863		0.677
EE1			0.877	
EE2			0.770	
EE3			0.818	

Organizational Dehumanization	0.768	0.841		0.515
OD1			0.722	
OD2			0.721	
OD3			0.646	
OD4			0.751	
OD5			0.745	
Surface Acting	0.704	0.814		0.522
SA1			0.747	
SA2			0.685	
SA3			0.697	
SA4			0.760	
Turnover Intention	0.829	0.886		0.661
TI1			0.811	
TI2			0.862	
TI3			0.787	
TI4			0.791	

Table 1 depicts that all the latent variables are reliable because the value of Cronbach's Alpha is greater than 0.70 and their composite reliability (CR) is also more than 0.7 which means all variables have internal consistency. Whereas the convergent validity of the variables has measured through the outer loadings of items and AVE which is greater than 0.60 and 0.50, it means all variables have convergent validity.

Discriminant Validity

Through discriminant validity researchers measure the extent to which a studied variable is different from the other variables. Henseler, et al., (2015) proposed that if the cut-off value of HTMT is lower than 0.90, the variables have discriminant validity. All the values shown in Table 2 are below 0.90 which means that all the latent variables have discriminant validity.

Table 2
Heterotrait-Monotrait Ratio (HTMT)

	ABS	EE	OD	SA
ABS				
EE	0.816			
OD	0.399	0.557		
SA	0.236	0.302	0.484	
TI	0.414	0.534	0.487	0.372

Predictive Relevance (Q^2) and Predictive Accuracy (R^2) of the Model

The predictive relevance was measured through the Construct cross-validated redundancy method because it assesses the model fit. Cohen (1988) mentioned that small effect size was shown through .02, medium effect size was shown by .15, and high effect size was shown through .35.

R square is also known as coefficient of determination, it measures the overall effect size for the structural model.

Table 3
Predictive Relevance (Q^2) and Predictive Accuracy (R^2)

	R^2	Adjusted R^2	Q^2
Abusive Supervision			
Emotional Exhaustion	0.504	0.502	0.326
Organizational Dehumanization	0.145	0.143	0.109
Surface Acting	0.050	0.047	0.042
Turnover Intention	0.271	0.264	0.175

Table 3 illustrates that the model has a high degree of predictive relevance regarding the endogenous factor Emotional Exhaustion, medium degree of predictive relevance about the endogenous factor Turnover Intention and Organizational Dehumanization while weak degree of predictive relevance about Surface Acting. Whereas, the value of adjusted R^2 depicted the percentage variance in latent variable is explained by the model. Table 3 depicted that about 50.4% of the variance in Emotional Exhaustion, 14.5% of the variance in Organizational Dehumanization, 5% of the variance in surface acting, and 27.1 % variance in turnover intention is explained by the model.

Measuring the Effect Size (f^2)

The f^2 effect size measure is also known as R^2 change effect. Small effect size f^2 is represented by the value of 0.02, medium effect size f^2 is represented by the value of .15, and high effect size is represented by the value of .35 (Hair, et al., 2014).

Table 4
Effect Size f Square

	ABS	EE	OD	SA	TI
ABS		1.016	0.170	0.053	
EE					0.081
OD					0.047
SA					0.026

In Table 4, Abusive Supervision has a highest effect on Emotional Exhaustion ($f^2 = 1.016$), represents medium effect on Organizational Dehumanization ($f^2=0.170$), and has small effect on Surface Acting ($f^2=0.053$). Emotional Exhaustion, Organizational Dehumanization, and Surface Acting have small effect on Turnover Intention i.e., $f^2=0.081$, $f^2=0.047$, and $f^2=0.026$, respectively.

Structural Model Assessment

The path coefficients available is PLS and beta coefficient presented in regression investigation were same. The beta value represented that whether hypothesis was significant or not and shown anticipated variance in endogenous variable due to per unit change in exogenous variable. The path's beta values were calculated in the model. The more the value of beta, the more would be the considerable ramification on the dependent variable. T statistics test was used to test significance of beta value by using bootstrapping process. (Chin, 1998). The value of T statistics test is significant when it is greater than 1.96 at the 0.05 level.

Table 5
Hypothesis Testing

Hypothesis	Hypothetical Path	β Value	T Statistics	P Values	Decision	
H ₁	ABS->TI	0.139	2.311	0.021	Accepted	Direct Effect
H ₂	ABS -> EE -> TI	0.058	2.080	0.038	Accepted	Partially Mediates
H ₃	ABS -> SA -> TI	0.033	1.614	0.107	Rejected	No Mediation
H ₄	ABS -> OD -> TI	0.204	5.467	0.000	Accepted	Partially Mediates

H₁: There is a significant effect of Abusive Supervision on Turnover intention.

Similarly, the findings in Table 5 provided empirical support for H₁, where the abusive supervision and turnover intention has significant relationship ($b = 0.139$, $T = 2.311$, $p < 0.05$), confirming hypothesis H₁.

H₂: There is an effect of Abusive Supervision on Turnover intention through Emotional Exhaustion

H₂ was that emotional exhaustion mediates the relationship between abusive supervision and turnover intention. Table 5 showed the specific indirect effect from independent to dependent variable. The coefficient of specific indirect effect of emotional exhaustion ($b = 0.058$, $t = 2.080$, $p < 0.05$). Hence, H₂ is accepted.

H₃: There is a significant effect of Abusive Supervision on Turnover intention through Surface Acting

Furthermore, surface acting does not mediate the relationship between abusive supervision and turnover intention ($b = 0.033$, $t = 1.614$, $p > 0.05$). So, H₃ is rejected.

H₄: There is a significant effect of Abusive Supervision on Turnover intention through Organizational Dehumanization

Lastly, H₄ indicates that organizational dehumanization mediates the relationship between abusive supervision and turnover intention ($b = 0.204$, $t = 5.467$, $p < 0.05$). Therefore, H₄ is also accepted.

Above findings depict that independent variable (Abusive Supervision) has a direct effect on dependent variable (Turnover Intention) with $\beta = 0.139$ in the absence of mediators and emotional exhaustion and organizational dehumanization also mediates the relationship among abusive supervision and turnover intention whereas surface acting does not mediate the relationship among them, which means EE and OD partially mediate the relationship between abusive supervision and turnover intention.

Findings and Discussions

This research study indicated that abusive supervision has significant relationship with turnover intention which means that turnover intention of subordinates increased when they faced abusive behaviour of their managers. Previous researcher explored that positive association among abusive supervision and turnover intention had been moderated by continuance commitment as the positive relation among abusive supervision and turnover intention become weaker due to inflated continuance commitment (Saleem, et al., 2018). According to the Conservation of Resource (COR) theory (Hobfoll, 1989), the employees working in banking sector have some emotional demands from their employees i.e., to treat them in appreciating manner. But when employees face abusive behaviour on the part of employer, they become emotionally exhausted and show fake organizational demanded emotions, they believe with the time that their organization use them only for the sake of fulfilment of its objectives. Due to these reasons employee intend towards leaving intentions.

Emotional Exhaustion, Surface Acting, and Organizational Dehumanization have studied as mediator variables in this research study. The results revealed that Emotional Exhaustion and Organizational Dehumanization partially mediate the effect of abusive supervision on turnover intention whereas surface acting does not show mediating effect. Initially, research tested the mediation effect of emotional exhaustion and organizational dehumanization found that employees who suffered from abusive supervision got emotionally exhausted and aimed to leave their jobs from banks. Previous research showed that they exist a significant association among organizational dehumanization, emotional exhaustion, psychometric strains, turnover intention of employees, and there exist a significant association among abusive supervision and job satisfaction (Bell & Khoury, 2016; Caesens, et al., 2017). While there is no mediating effect of surface acting has observed which shows that the banking employees who suffered from abusive behaviour of their managers tried to hide their actual emotions and act according to the display rules for their survival in workplace. But previous

researchers investigated that abusive behaviour of a supervisor has a significant association with surface acting which relates with hiding internal emotions and act in accordance with display rules (Moin, et al., 2019) and there exist a significant association among surface acting and employee turnover intention (Goodwin, et al., 2011).

Due to abusive supervision, employees perceived that organizations treated them as a tool to achieve their objectives which in turn lead the employees towards intention to quit the job from banks. The results of this study are resembled with the previous studies as abusive supervision has a significant positive effect on emotional exhaustion, recommending that employees who suffered from hostile behavior of their supervisors indulged in emotional exhaustion, in accordance with COR theory that employees mental health negatively affected due to abusive behavior of supervisors which in turn limits the resources of employees (Martinko et al., 2013). The results revealed that employees' turnover intention ratio in banks was high due to abusive behaviour or their managers and at all levels of management employees faced this issue. Due to abusive supervision banking employees also got emotionally depleted, hide their emotions, only show performance in front of their managers, showed fake emotions, suffered from dehumanization at banks, they felt that their banks used them as a tool to accomplish its objectives and replace them anytime with others. All these factors compel them to think about the job switching and leave their current job.

Conclusions

Abusive behavior of managers always been challenging for banks and employees which ultimately affect their families as well. The main objective of this research is to check the effect of abusive supervision on employees' turnover intention at banks. It concludes that if employees face abusive behavior of their managers, they get emotionally exhausted, hide their actual emotions, pretend to be fine in front of their managers, suffer from dehumanization at their banks which in turn leads them towards intention to quit their banks. This study serves the banking sector of Pakistan which provides a basis to the experts by perusing present source of knowledge relating to abusive supervision and other factors evolve due to abusive behavior. Banks need to discourage the culture of abusive supervision which is the main reason of high turnover ratio at banks. This study significantly focuses on the emotional exhaustion, surface acting, and dehumanization of employees within the boundaries of banks and therefore this research tried to measure the effect of abusive supervision on employees' turnover intention in the presence of emotional exhaustion and organizational dehumanization. The abusive attitude of leaders create intense effect on emotions of their subordinates while medium effect on organizational dehumanization and turnover intention. Abusive attitude of leaders does not affect turnover intention due to the surface acting.

All these factors also reduce the organizational commitment of employees. There are many other factors that are affected due to abusive supervision as well as turnover intention at organizations. Leadership has dynamic impact on the organizations and employees. So, top level management should focus on the behavioral training of the leaders because all employees are from diverse backgrounds and leaders should become the source of inspiration for employees to enhance the productivity of banks and to build the good culture at workplace.

Theoretical Implications

Several contributions have been made by this research in present literature. The importance of this research is since it worked on model of mediation to analyze the direct as well as indirect effect of organizational dehumanization, emotional exhaustion, and surface acting among abusive behaviour of supervisor and turnover intention in employees. While showing mediating effect of organizational dehumanization and emotional exhaustion this research makes a genuine offering to the existing studies of this nature while surface acting does not show impact. As banking sector was taken into consideration during data collection process. Thus, this research makes major offerings for top to lower-level management of banks as well as their subordinates. Furthermore, this study enlarges the already available text by addition of new concepts on abusive behaviour of a supervisor. Through launching the mediation effect of organizational dehumanization and emotional exhaustion the context on topic of abusive supervision was enhance in a similar zone.

Practical Implications

This research has various practical implications for banking sector of Pakistan. The results indicate that the abusive behaviour of supervisors should be compressed. The antecedents of abusive supervision are apparent violence, prejudice, pressure, and controversy (Martinko, et al., 2011). Consequently, leaders must know the adverse effects of abusive behaviour that should hold and notice ways to release pressure and control the emotional exhaustion.

As far as practical implication, workers and supervisors play a basic influence in the execution of HRM practices inside the banks. Tepper et al., (2009) contended that employees maintain interactive associations with their managers is most important association in the banks. Nonetheless, workers that make their commitment in their lives, yet many financial institutions and heads were neglected to give the opportunity to them.

With subordinates' abuse, directors should look at different techniques to reduce their obstruction or unpleasant feelings (Zhang and Liao, 2015) because there is nothing but bad and moral clarification for maltreatment at the work environment (Khan et al., 2018). To accomplish this, banks should promote the optimistic culture. The abusive behaviour of supervisor creates emotional exhaustion and continuous emotional exhaustion ultimately lead towards the employee turnover intention. Banks should organize training and development programs for their employees and formulate code of ethics for their representatives and Supervisor to diminish the contentions among directors and workers and it ultimately decreased the efficiency of the banks.

This research proved that that abusive supervision has significant relationship with employee turnover intention. Employee friendly policies and procedures should be formulated to enhance the performance of the banks. Top Management ought to coordinate morals-based training programs for their subordinates to work on the abusive culture for the improvement of the banks. Moreover, to address the significance of abusive supervision annihilation, this research brings up the mediating role of surface acting, emotional exhaustion, and organizational dehumanization towards employees' turnover intention. Leaders, policymakers, and political pioneers can get understanding from our results for their policy documentation and methodologies to reduce the surface acting, emotional exhaustion, and organizational dehumanization. It will also be productive for chiefs, directors, and policymakers to be exceptionally mindful of the representative's conduct and turnover aim. It will be significant for the top-level management to know the true image of abusive leaders' behaviour which prompts organizational objectives nonconformity and with the assistance of previous strategies to reduce emotional exhaustion and organizational dehumanization.

Recommendations

Abusive supervision and turnover intention are the highlighted issues in the banks. Based on this research there are few recommendations for the banking sector of Pakistan which are given below:

1. Management should also understand the reasons and consequences of abusive supervision and give behavioral trainings to their leaders or all level managers so that their subordinates can be treated in a better way and will not face such issues.
2. Banks should develop the strategies and procedures to cope with poor managerial practices by dynamically getting involved with them and speak about their apprehensions.
3. The managers should encourage their subordinates that they are enough capable to accomplish their tasks instead of dealing them in abusive way.

4. Approach of managers should be altered in such a way that they should try to understand the silent behaviour of their subordinates.
5. Good behavior of managers in banking sector can change the perception of employees that their bank is a source of damage and impediment for them.
6. Good attitude of managers towards their employees will in turn increase their efficiency, job commitment, job satisfaction, and organizational commitment.
7. There should be a complaint cell for their employees at banks where they can put their complaints without any fear of losing their jobs and then evaluate these complaints on true and fair basis.

Limitations and Future Directions

This study was conducted to measure the effect of abusive supervision on employees' turnover intention in banking sector of Pakistan in the presence of mediator that are emotional exhaustion, surface acting, and organizational dehumanization. This research has some limitations:

1. Due to shortage of time and cost this study was conducted only in one city of Pakistan, in future researcher can conduct in broader geographical areas of Pakistan.
2. This study is cross-sectional in nature while in future to explore it in detail by using the longitudinal research design.
3. In this research only one dimension of emotional labor i.e., surface acting was studied as mediating variable, in future its second dimension i.e., deep acting can also be focused.
4. In this research effects of abusive supervision were measured; in future the reasons of abusive supervision can also be measured.
5. This research used one instrument to measure the effects of abusive supervision on turnover intention and questionnaires were distributed randomly to the banking employees, in future researcher can collect data in two settings (one from managers perspective and second from subordinates' perspective) to find the more accurate results.

Despite these limitations, this study gives motivational direction to the future researchers to further investigate the moderating effect of quality work and assess the behaviour of subordinates that may cause the abusive supervision.

References

- Ahmad, W., Khattak, A. J., & Ahmad, G. (2016) Impact of abusive supervision on job satisfaction and turnover intention: Role of power distance as a moderator. *City University Research Journal*, 6(1), 122-136.
- Ashman, I. (2008). Deep acting and bad faith: A Sartre and treatment of emotion work. *International Journal of Work Organization and Emotion*, 2(3), 288–304.
- Ashforth, B. E., & Humphrey, R. H. (1993). Emotional labor in service roles: The influence of identity. *Academy of Management Review*, 18(1), 88–115.
- Becker, TE and Billings, RF (1993) Profiles of commitment: An empirical test. *Journal of Organizational Behavior* 14, 177–190.
- Bell, C. M., & Khoury, C. (2011). Organizational de/humanization, deindividuation, anomie, and in/justice. In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), *Emerging perspectives on organizational justice and ethics* (pp. 167–197). Greenwich, CT: Information Age Publishing.
- Bell, C. M., & Khoury, C. (2016). Organizational powerlessness, dehumanization, and gendered effects of procedural justice. *Journal of Managerial Psychology*, 31, 570–585.
- Brotheridge, C. M., & Lee, R. T. (2002). Testing a conservation of resources model of the dynamics of emotional labor. *Journal of Occupational Health Psychology*, 7(1), 57–67.
- Caesens, G., Stinglhamber, F., Demoulin, S., & De Wilde, M. (2017). Perceived organizational support and employees' well-being: The mediating role of organizational dehumanization. *European Journal of Work and Organizational Psychology*, 26, 527–540.
- Caesens, G., Nguyen, N., & Stinglhamber, F. (2018). Abusive Supervision and Organizational Dehumanization. *Journal of Business and Psychology*.
- Chen, X., Peng, J., Lei, X., & Zou, Y. (2019). Leave or stay with a lonely leader? An investigation into whether, why, and when leader workplace loneliness increases team turnover intentions. *Asian Business & Management*.
- Chin, W.W. (1998). The partial least squares approach to structural equation modeling. In *modern methods for business research*; Lawrence Erlbaum Associates Publishers: Mahwah, 295–336.

- Cropanzano, R., Rupp, D.E. and Byrne, Z.S. (2003), "The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors". *Journal of Applied Psychology*, 88(1), 160-169.
- Christoff, K. (2014). Dehumanization in organizational settings: Some scientific and ethical considerations. *Frontiers in Human Neuroscience*, 8, 748.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. Mahwah, NJ: Lawrence Erlbaum.
- Einarsen, S., Aasland, M. S., & Skogstad, A. (2007). Destructive leadership behavior: A definition and conceptual model. *The Leadership Quarterly*, 18(3), 207–216.
- Frieder, R. E., Hochwarter, W. A., & DeOrtentiis, P. S. (2015). Attenuating the negative effects of abusive supervision: The role of proactive voice behavior and resource management ability. *The Leadership Quarterly*, 26(5), 821–837.
- Gibney, R., Zagenczyk, T. J., & Masters, M. F. (2009). The negative aspects of social exchange: An introduction to perceived organizational obstruction. *Group & Organization Management*, 34, 665– 697.
- Goodwin, R., Groth, M. and Frenkel, S., (2011). Relationships between emotional labor, job performance, and turnover. *Journal of Vocational Behavior* 79, 538–548.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463–488.
- Haslam, N. (2006). Dehumanization: An integrative review. *Personality and Social Psychology Review*, 10, 252–264.
- Haslam, N., & Loughnan, S. (2014). Dehumanization and infra-humanization. *Annual Review of Psychology*, 65, 399–423.
- Hair, J., Bush, R., & Ortinau, D. (2002). Marketing research within a changing information environment. In *Marketing Research*. The McGraw-Hill Companies.
- Hair, Joseph F., Jr.; Hult, G. Tomas M.; Ringle, Christian M.; & Sarstedt, Marko (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Thousand Oaks, CA: Sage Publications.

- Harris, K. J., Kacmar, K. M., & Zivnuska, S. (2007). An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of the relationship. *The Leadership Quarterly*, 18(3), 252–263.
- Harvey, P., Stoner, J., Hochwarter, W., & Kacmar, C. (2007). Coping with abusive supervision: The neutralizing effects of ingratiation and positive affect on negative employee outcomes. *The Leadership Quarterly*, 18(3), 264-280.
- Holtom, B.C., Mitchell, T.R., Lee, T.W. and Eberly, M.B. (2008), “Turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future”. *Academy of Management Annals*, 2(1), 231-274.
- Hofstede, G. H. (1980). *Culture’s consequences: International differences in work-related values*. Beverly Hills, CA: Sage.
- Hobfoll, S.E. (2002), “Alone together: comparing communal versus individualistic resiliency”, in Frydenberg, E. (Ed.), *Beyond Coping: Meeting Goals, Vision, and Challenges*, Oxford University Press, Oxford, pp. 63-81.
- Hussain, K., Abbas, Z., Gulzar, S., Jibril, A. B., & Hussain, A. (2020). Examining the impact of abusive supervision on employees’ psychological wellbeing and turnover intention: The mediating role of intrinsic motivation. *Cogent Business & Management*, 7(1), 1818998.
- Kazmi, S. K. H. (2019). Good fortune of jobs creation in Pakistan. *Pakistan and Gulf Economist*.
- Khan, F., Mateen, A., Hussain, B., Sohail, M., & Khan, A. (2017). Factors affecting job turnover: A case study of private schools of District Swat. *Sarhad Journal of Management Sciences*, 3(1), 46-56.
- Levinson, H. (1965). Reciprocation: The relationship between man and organization. *Administrative Science Quarterly*, 9, 370–390.
- Li, J., Kim, W. G., & Zhao, X. (2017). Multilevel model of management support and casino employee turnover intention. *Tourism Management*, 59, 193–204.
- Lim, P. K., Koay, K. Y., & Chong, W. Y. (2020). The effects of abusive supervision, emotional exhaustion, and organizational commitment on cyberloafing: a moderated-mediation examination. *Emerald Insight*.
- Lipman-Blumen, J. (2005). The allure of toxic leaders: Why followers rarely escape their clutches. *Ivey Business Journal*, 69, 1–8.

- Maslach, C. and Jackson, S.E. (1981), "The measurement of experienced burnout", *Journal of Organizational Behavior*, 2(2), 99-113.
- Maslach C, (2000). A multidimensional theory of burnout. In: Cooper CL, ed. Theories of Organizational Stress, Oxford University Press, Oxford, 68-85.
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology*, 92(4), 1159–1168.
- Moin, M. F., Wei, F., & Weng, Q. D. (2019). Abusive supervision, emotion regulation, and performance. *International Journal of Selection and Assessment*, 1-12.
- Pradhan, S., & Jena, L. K. (2018). Emotional Intelligence as a Moderator in Abusive Supervision- Intention to Quit Relationship among Indian Healthcare professionals. *Asia-Pacific Journal of Business Administration*.
- Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence, and organizational commitment. *International Journal of Learning and Development*, 4(2), 242–256.
- Saleem, S., Yusaf, S., Sarwar, N., Raziq, M. M., & Malik, O. F. (2018). Linking abusive supervision to psychological distress and turnover intentions among police personnel: The moderating role of continuance commitment. *Journal of Interpersonal Violence*.
- Schiffinger, M., & Braun, S. M. (2019, December 23). The impact of social and temporal job demands and resources on emotional exhaustion and turnover intention among flight attendants. *Journal of human resources in hospitality & tourism*, 1-24.
- Shore, L. M., & Coyle-Shapiro, J. A. M. (2012). Perceived organizational cruelty: An expansion of the negative employee-organization relationship domain. In L. M. Shore, J. A. Coyle-Shapiro, & L. E. Tetrick (Eds.), *The employee organization relationship: Applications for the 21st century* (pp. 139–157). New York, NY: Routledge
- Shoss, M. K., Eisenberger, R., Restubog, S. L. D., & Zagencyk, T. J. (2013). Blaming the organization for abusive supervision: The roles of perceived organizational support and supervisor's organizational embodiment. *Journal of Applied Psychology*, 98, 158–168.

- Stinglhamber, F., Marique, G., Caesens, G., Hanin, D., & De Zanet, F. (2015). The influence of transformational leadership on followers' affective commitment: The role of perceived organizational support and supervisor's organizational embodiment. *Career Development International, 20*, 583–603.
- Swider, B.W. and Zimmerman, R.D. (2010), "Born to burnout: a meta-analytic path model of personality, job burnout and work outcomes", *Journal of Vocational Behavior, 76*(3), 487-506.
- Takawira, N., Coetzee, M., & Schreuder, D. (2014). Job embeddedness, work engagement and turnover intention of staff in a higher education institution: An exploratory study. *SA Journal of Human Resource Management, 12*(1), 1–10.
- Tepper, B. J. (1995). Upward maintenance tactics in supervisory mentoring and no mentoring relationships. *Academy of Management Journal, 38*(4), 1191–1205.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal, 43*(2), 178–190.
- Tepper, B. J. (2006). Abusive supervision. In S. Rogelberg & C. Reeve (Eds.), *Encyclopedia of industrial/organizational psychology* (pp. 1–4). Thousand Oaks, CA: Sage.
- Theron, M., Barkhuizen, N., & Du Plessis, Y. (2014). Managing the academic talent void: Investigating factors in academic turnover and retention in South Africa. *SA Journal of Industrial Psychology, 40*(1), 1–14.
- Wu, T. Y., & Hu, C. (2009). Abusive supervision and employee emotional exhaustion: Dispositional antecedents and boundaries. *Group & Organization Management, 34*, 143–169.
- Yin, H. (2012) Adaptation and validation of the teacher emotional labor strategy scale in China. *Educational Psychology 32*, 451–465.