



## The Effect of Abusive Supervision on Turnover Intention with Psychological Distress as a Mediating Variable

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### ABSTRACT

This study aims to analyze the effect of abusive supervision on turnover intention, with psychological distress as a mediating variable among Generation Z employees in Lampung Province, using a quantitative approach and a causal research design. Data were collected through questionnaires distributed to 140 respondents selected using purposive sampling, based on specific criteria, namely Generation Z employees who had been working for at least six months and were domiciled in Lampung Province. Data analysis was conducted using the bootstrapping method with Hayes' PROCESS Macro version 4.2 as an extension in SPSS to examine both direct and indirect effects among the variables. The results indicate that abusive supervision has a positive and significant effect on turnover intention, suggesting that higher levels of abusive supervision are associated with higher levels of turnover intention. The mediation analysis further reveals that psychological distress significantly mediates the relationship between abusive supervision and turnover intention. This finding indicates that abusive supervision not only increases turnover intention directly but also indirectly through increased psychological distress experienced by employees. This study is expected to contribute theoretically to the development of human resource management literature, particularly regarding the role of abusive supervision in influencing turnover intention through psychological distress as a mediating variable.

## INTRODUCTION

The phenomenon of increasing turnover intention in Indonesia, particularly following the emergence of The Great Resignation, poses a serious challenge for organizations in retaining human resources. Data shows that the percentage of Indonesian employees intending to resign is higher than the Asia Pacific average. One of the main factors driving this high turnover intention is abusive supervision, namely, the behavior of superiors that is rude, demeaning, and repeated, which is negatively perceived by subordinates and impacts employee psychological well-being. When superiors are viewed as representatives of the organization, such abusive behavior reduces loyalty and strengthens employees' desire to leave the organization.

Previous studies have shown that abusive supervision not only directly influences turnover intention but also triggers psychological distress in the form of stress, anxiety, and emotional exhaustion. Psychological distress is considered an important psychological mechanism that bridges negative work experiences with employee turnover intention. However, empirical findings remain inconsistent, with some studies finding a significant mediating role for psychological distress, while others demonstrate a direct effect of abusive supervision without any mediating variables. This inconsistency indicates a research gap that requires further exploration.

This issue becomes increasingly relevant for Generation Z employees, who are known to be more sensitive to interpersonal treatment, have high expectations for fairness and a healthy work environment, and exhibit relatively high levels of resignation intentions. Generation Z is also considered more vulnerable to experiencing psychological distress due to abusive supervision due to limited work experience and relatively weak positions in the organizational structure. Therefore, this study is important to re-examine the effect of abusive supervision on turnover intention with psychological distress as a mediating variable, especially for Generation Z employees in Lampung Province, in order to enrich the HRM literature and provide an empirical basis for the formulation of healthier and more sustainable leadership policies.

Based on the questions posed in the problem formulation, the research objectives to be achieved in this proposal are:

- To determine the effect of abusive supervision on turnover intention among Gen Z employees in Bandar Lampung.
- To determine the role of psychological distress in mediating the influence of abusive supervision on turnover intention among Gen Z employees in Bandar Lampung.

## LITERATURE REVIEW

### *Abusive Supervision*

The concept of abusive supervision was first introduced by Tepper (2000), who defined it as verbal or non-physical behavior by a superior that repeatedly causes hurt and humiliation to a subordinate. This definition emphasizes intensity and repetition, as the behavior is not a one-off but occurs repeatedly over a period of time. Mitchell and Ambrose (2007) later expanded

this view by highlighting the subordinate's perception, stating that abusive supervision occurs when subordinates perceive the superior's actions as harassment or an attack on their self-esteem, even though the superior's intentions may not be such. This perspective places abusive supervision not only on the actions but also on the employee's subjective perception of the superior's behavior.

### ***Turnover Intention***

Turnover intention is generally defined as an employee's tendency or intention to leave an organization voluntarily. Mobley (1977) was the first to propose this concept as the result of a psychological process where individuals evaluate job dissatisfaction and consider alternatives. However, in modern contexts, research has focused more on the social and emotional factors that drive this intention. Tepper et al. (2007) explain that turnover intention is often the result of negative interpersonal experiences in the workplace, particularly when employees feel unappreciated or subjected to abusive supervision.

### ***Psychological Distress***

Psychological distress refers to a state of emotional tension characterized by stress, anxiety, depression, and feelings of helplessness resulting from exposure to stressors in the work environment. Kessler et al. (2002) define psychological distress as a general response to pressure that disrupts an individual's emotional functioning. This definition serves as the basis for measuring psychological distress in many studies, particularly those related to work stress. Kim et al. (2015) expand on this concept by explaining that psychological distress results from the interaction between job demands and an individual's perception of their ability to cope.

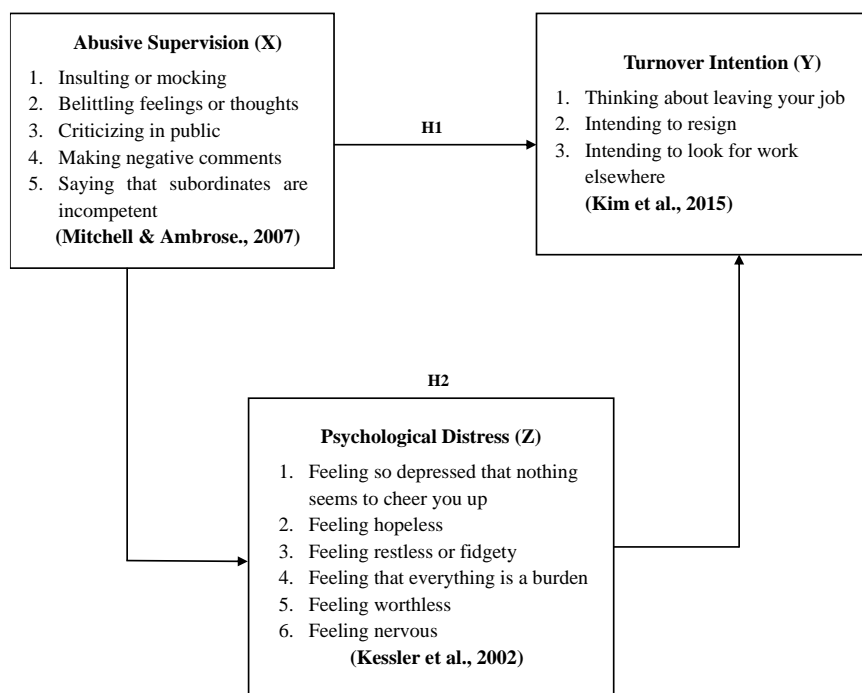


Figure 1. Research Model

## METHODOLOGY

This study used a quantitative approach with a causal design to examine the effect of abusive supervision on turnover intention and the role of psychological distress as a mediating variable. The primary data were quantitative data obtained through questionnaires, supported by literature review as secondary data. The study population was Generation Z employees working in various sectors in Lampung Province, defined as those born between 1997 and 2013 and having worked for at least six months. The sampling technique used was non-probability sampling with a purposive sampling method, and the sample size was determined at 140 respondents based on the calculation of the number of research indicators. Data analysis was performed using descriptive statistics to describe the characteristics and tendencies of respondents' responses. Hypothesis testing was conducted using Macro PROCESS version 4.2 (Model 4) in SPSS using a 5,000-fold bootstrapping method to examine the direct and indirect effects between variables.

## RESEARCH RESULTS

### *Research Instrument Testing*

#### *Validity Testing*

Table 1. Validity Test Results

No	Statement	KMO	<i>Antiimage</i>	<i>Factor loading</i>	Information
<i>Abusive supervision</i>					
1	My boss often makes comments that feel like they're mocking me.	0,857	0,856	0,834	Valid
2	My boss expressed an opinion that made me feel like my thinking was not quite right.		0,855	0,836	Valid
3	My boss expressed criticism that made me feel humiliated in front of others.		0,853	0,821	Valid
4	My boss made a comment that made me feel less competent..		0,835	0,847	Valid
5	My boss gives people negative feedback about me other.		0,891	0,807	Valid
<i>Turnover intention</i>					
1	I'm thinking about resigning.	0,733	0,771	0,872	Valid
2	I have the intention to leave this job.		0,701	0,904	Valid
3	I intend to look for a new job.		0,733	0,888	Valid
<i>Psychological distress</i>					
1	For the past 30 days, I have been feeling nervous.		0,823	0,834	Valid

No	Statement	KMO	Antiimage	Factor loading	Information
2	For the past 30 days, I have felt hopeless.	0,828	0,779	0,856	Valid
3	For the past 30 days, I have felt restless or restless.		0,799	0,828	Valid
4	For the past 30 days, I have felt that everything feels like a burden..		0,783	0,776	Valid
5	For the past 30 days, I have been so depressed that nothing can cheer me up..		0,896	0,788	Valid
6	For the past 30 days, I have felt worthless.		0,918	0,802	Valid

Source: Data processed by researchers, Questionnaire (2025).

Validity testing in this study was conducted using factor analysis through the Principal Component Analysis (PCA) method. The validity of each indicator was evaluated based on three main parameters, namely the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO/MSA) value, Anti-Image correlation, and factor loading. An item is declared valid if the MSA value exceeds the minimum limit of 0.50 and the factor loading is above 0.50, because this indicates that the item has adequate sampling adequacy and is able to represent the construct being measured strongly.

The results of the factor analysis indicate that all items in the abusive supervision variable have a very good level of feasibility. The MSA value for each item ranges from 0.835 to 0.891, far exceeding the minimum feasibility limit. In addition, all factor loadings range from 0.807 to 0.847, indicating that each indicator has a strong correlation with the abusive supervision construct. The item with the highest factor loading is the statement regarding superior comments that make employees feel less competent, at 0.847, while the lowest item remains in the valid category with a factor loading of 0.807. The KMO value for this variable is 0.857, indicating that the correlation structure between items is adequate for further analysis. Overall, all indicators in this variable are declared valid and able to accurately represent abusive supervision behavior.

Validity testing of the turnover intention variable also showed excellent results. The MSA value ranged from 0.701 to 0.771, indicating adequate sampling for each item. The factor loadings for all items ranged from 0.872 to 0.904, indicating a very strong relationship between the indicators and the latent construct of turnover intention. The statement regarding intention to leave the job had the highest factor loading (0.904), indicating that the intention to leave dimension best reflects this construct. The KMO value of 0.733 indicated that all items had high construct validity. Thus, all indicators could be used appropriately in the research model.

The psychological distress variable also demonstrated very adequate construct validity. The MSA values for the six items ranged from 0.779 to 0.918,

indicating excellent sample adequacy. The factor loadings for all items ranged from 0.776 to 0.856, indicating that each indicator had a strong correlation with the psychological factors being measured. The item with the highest MSA value was the statement about feelings of worthlessness (0.918), while other items, such as feelings of anxiety or feeling that everything is a burden, also showed strong and consistent factor loadings. The KMO value for this variable was 0.828, indicating that the data structure met the requirements for factor analysis. Overall, all psychological distress indicators were declared valid and capable of comprehensively measuring psychological distress.

### *Reliability Test*

Table 2. Reliability Test Results

No	Statement	Cronbach Alpha	Cronbach Alpha if item deleted	Information
<i>Abusive supervision</i>				
1	My boss often makes comments that feel like they're mocking me.	0,885	0,859	Reliabel
2	My boss expressed an opinion that made me feel like my thinking was not quite right.		0,858	Reliabel
3	My boss expressed criticism that made me feel demeaned in front of others.		0,863	Reliabel
4	My boss made a comment that made me feel less competent.		0,855	Reliabel
5	My boss gave me negative feedback about me to others.		0,868	Reliabel
<i>Turnover intention</i>				
1	I'm thinking about resigning.	0,866	0,837	Reliabel
2	I have the intention to go outdari pekerjaan ini.		0,784	Reliabel
3	I intend to look for a new job.		0,813	Reliabel
<i>Psychological distress</i>				
1	For the past 30 days, I have been feeling nervous..	0,898	0,876	Reliabel
2	For the past 30 days, I have felt hopeless.		0,872	Reliabel
3	For the past 30 days, I have felt restless or restless.		0,878	Reliabel
4	For the past 30 days, I have felt like everything is a burden.		0,887	Reliabel

No	Statement	Cronbach Alpha	Cronbach Alpha if item deleted	Information
5	For the past 30 days, I've been so depressed that nothing seems to cheer me up.		0,885	Reliabel
6	For the past 30 days, I have felt worthless.		0,883	Reliabel

Source: data processed by researchers, questionnaire (2025).

Based on the results of the reliability test using the Cronbach's Alpha coefficient, all statement items in the research variables showed a good level of internal consistency. For the abusive supervision variable, the Cronbach's Alpha value was 0.885. This value is well above the minimum reliability limit of 0.70, so it can be concluded that the statement items in this variable are able to measure the construct consistently and stably. In addition, the Cronbach's Alpha value if Item Deleted ranged from 0.855 to 0.868, which indicates that the deletion of one item did not significantly increase reliability, so all items are worthy of being retained in the research instrument.

For the turnover intention variable, the Cronbach's Alpha value was 0.866. This result indicates that each statement has good measuring power and is able to reliably represent the construct of turnover intention. The Cronbach's Alpha if Item Deleted value for this variable ranges from 0.813 to 0.837, again indicating that there is no significant increase in reliability when one item is removed. This confirms that all statements in the turnover intention variable have met reliability criteria and can be used without the need for item reduction.

Meanwhile, for the psychological distress variable, the Cronbach's Alpha value was 0.898, indicating excellent reliability. The Cronbach's Alpha if Item Deleted value ranged from 0.872 to 0.887, indicating that the instrument's stability was maintained even after item deletion simulations were performed. Overall, these results indicate that the research instrument has a very high level of internal consistency, and all statement items were deemed reliable and suitable for use in further data analysis..

### Normality Test

Table 3. Reliability Test Results  
 One-Sample Kolmogorov-Smirnov Test Unstandardized Residual

N		140
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	1,36023147
Most Extreme Differences	Absolute	0,063
	Positive	0,036
	Negative	-0,063
Test Statistic		0,063
Asymp. Sig. (2-tailed) <sup>c</sup>		0,200 <sup>d</sup>

Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	0,180
	99% Confidence Interval	
	Lower Bound	0,170
	Upper Bound	0,190

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 1241531719.

Source: Data processed by researchers, Questionnaire (2025).

The results of the One-Sample Kolmogorov–Smirnov test show that the number of data (N) is 140 with an average unstandardized residual value of 0.000 and a standard deviation of 1.360. The test statistic value obtained is 0.063, with an Asymp. Sig. (2-tailed) value of 0.200 and a Monte Carlo Sig. (2-tailed) value of 0.180. All significance values are greater than 0.05, so it can be concluded that the residual distribution in the regression model follows a normal distribution. These results indicate that the residual data in the regression model is normally distributed. This condition indicates that the regression model used in the study has met one of the classical assumptions, so that the results of the regression coefficient estimation and hypothesis testing can be interpreted validly and reliably.

**Description of Respondent's Statement**

Table 4. Respondents' Answers to the Abusive Supervision Variable (X1)

No	Information	Percentage of Responses					Mean
		STS	TS	N	S	SS	
X1.1	My boss often makes comments that feel like they're mocking me.	3	13	31	55	38	3,80
X1.2	My boss expressed an opinion that made me feel like my thinking was not quite right.	3	11	27	53	46	3,91
X1.3	My boss expressed criticism that made me feel demeaned in front of others.	5	9	27	64	35	3,82
X1.4	My boss made a comment that made me feel less competent.	4	9	30	53	44	3,89
X1.5	My boss said bad things about me to other people.	7	9	35	45	44	3,79
<b>Total Mean</b>							<b>3,84</b>

Source: Data processed by researchers, Questionnaire (2025)

Based on the tabulation results in Table 4.7, the abusive supervision variable has a total mean value of 3.84, indicating that respondents tend to perceive abusive supervision at a relatively high level. The mean value for each

item ranges from 3.79 to 3.91, indicating the consistency of respondents' perceptions across all indicators of this variable. The item with the highest mean value is statement X1.2 with a value of 3.91, indicating that respondents quite frequently experience abusive supervision in the form of expressing opinions that make them feel their thoughts or feelings are considered inappropriate. Meanwhile, the lowest mean value remains in the fairly high category, so in general, abusive supervision tends to be experienced frequently by respondents

**Frequency Tabulation of Turnover Intention Variable (Y1)**

Table 5. Respondents' Answers to the Turnover Intention Variable (Y1))

No	Statement	Percentage of Responses					Mean
		STS	TS	N	SS	SS	
Y1.1	I'm thinking of resigning.	2	11	25	59	43	3,93
Y1.2	I have the intention to leave this job.	3	9	28	59	41	3,90
Y1.3	I have the intention to leave this job.	5	9	23	65	38	3,87
<b>Total Mean</b>							3,90

Source: Data processed by researchers, Questionnaire (2025).

The tabulation results in Table 4.8 show that the turnover intention variable shows a total mean value of 3.90, indicating that the respondents' intention to leave their jobs is relatively high. The mean value for each item ranges from 3.87 to 3.93, reflecting the uniformity of respondents' responses to the turnover intention indicator. The item with the highest mean value is statement Y1.1 with a value of 3.93, indicating that most respondents have a tendency to consider resigning. Overall, these results illustrate that turnover intention is a fairly strong and relatively even condition among respondents.

**Frequency Tabulation of Psychological Distress Variable (Z1)**

Table 6. Respondents' Answers to Psychological Distress Variable (Z1)

No	Statement	Percentage of Responses					Mean
		TP	J	KK	S	SS	
Z1.1	For the past 30 days, I have been feeling nervous.	3	13	39	51	34	3,71
Z1.2	For the past 30 days, I have felt hopeless..	3	15	29	53	40	3,80
Z1.3	For the past 30 days, I have found it difficult to calm down or be unable to stay still.	5	9	34	52	40	3,81
Z1.4	For the past 30 days, I've felt like everything feels like a burden.	5	12	37	56	30	3,67

No	Statement	Percentage of Responses					Mean
Z1.5	For the past 30 days, I have been so depressed that nothing can cheer me up.	6	14	36	59	25	3,59
Z1.6	For the past 30 days, I have felt useless.	4	10	32	46	48	3,89
<b>Total Mean</b>							3,75

Source: Data processed by researchers, Questionnaire (2025).

In Table 6, the psychological distress variable has a total mean value of 3.75, indicating that respondents experienced a fairly high level of psychological distress. The mean value for each item ranged from 3.59 to 3.89, variation in the experience of psychological distress among respondents, although it indicated remaining at a relatively high trend. The item with the highest mean value was statement Z1.6 with a value of 3.89, while the lowest value was statement Z1.5 with a value of 3.59. These findings indicate that all indicators of psychological distress were significantly experienced by respondents, albeit with varying intensity.

### Quantitative Analysis

#### Direct Effect

Table 7. Analysis of the Direct Effect of Abusive Supervision on Turnover Intention

Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
0,1809	0,0451	4,0129	0,0001	0,0917	0,2700	

Source: Data processed by researchers, Questionnaire (2025).

The analysis results on the Outcome Variable: Y indicate that abusive supervision has a positive and significant effect on turnover intention. The resulting direct path coefficient is 0.1809 with a significance value of  $p = 0.0001$ , which is below the 0.05 significance level. The bootstrapping confidence interval is in the range of LLCI = 0.0917 to ULCI = 0.2700, because this interval does not include zero, the effect is declared significant (Hayes, 2018).

#### Indirect Influence

Table 8. Analysis of the Indirect Effect of Abusive Supervision (X) on Turnover Intentions (Y) Through Psychological Distress (Z)

Indirect effect(s) of X on Y:				
Z	Effect	BootSE	BootLLCI	BootULCI
Z	0,2912	0,0444	0,2028	0,3781

Source: Data processed by researchers, Questionnaire (2025).

The indirect effect analysis was conducted through a bootstrapping approach of 5000 samples using PROCESS Model 4. The results in the Indirect Effect(s) of X on Y section show that the indirect effect of abusive supervision

on turnover intention through psychological distress has an effect value of 0.2912, with a BootSE of 0.0444. The bootstrapping confidence interval is in the range of BootLLCI = 0.2028 to BootULCI = 0.3781, and because the interval does not include zero, the mediation effect is declared significant (Hayes, 2018).

**Overall Hypothesis Test Results**

Table 9. Results of the Overall Hypothesis Test

No	Hypothesis	Information
1	There is a positive and significant influence between abusive supervision and turnover intention.	The hypothesis is supported
2	Psychological distress mediates the positive and significant influence of abusive supervision on turnover intention.	The hypothesis is supported

Source: Data processed by researchers, Questionnaire (2025).

Based on Table 11, all hypotheses proposed in this study are supported by the research data. The test results indicate that abusive supervision has a positive and significant influence on turnover intention. Furthermore, psychological distress is shown to act as a mediating variable in the positive and significant influence of abusive supervision on turnover intention.

**DISCUSSION**

***The Effect of Abusive Supervision on Turnover Intention***

The test results indicate that abusive supervision has a positive and significant effect on turnover intention. This finding was confirmed through a direct effect analysis using PROCESS Model 4, which yielded a coefficient value of 0.1809, with a significance value of  $p = 0.0001$ , and a confidence interval of LLCI = 0.0917 to ULCI = 0.2700. This confidence interval does not include zero, thus concluding that the effect of abusive supervision on turnover intention is positive and significant. A positive coefficient value indicates that the higher the level of abusive supervision perceived by employees, the higher their turnover intention. This indicates that abusive supervisory behavior from superiors is a significant factor driving employee intentions to leave the organization. In other words, when employees consistently receive negative treatment, such as demeaning comments, public criticism, or attitudes that make them feel incompetent, their tendency to consider leaving the organization increases.

This finding aligns with respondents' statements regarding the abusive supervision variable, which showed a total mean score of 3.84, which is in the fairly high category. The highest mean score was found for the statement that superiors expressed opinions that made employees feel their thoughts or feelings were inappropriate. This situation reflects that respondents experienced abusive supervision quite frequently in their daily work interactions. This situation has the potential to create ongoing psychological discomfort, thus encouraging the emergence of turnover intention.

The results of this study align with research by Tepper et al. (2007), which found that abusive supervision is a negative interpersonal experience

that directly increases employees' tendency to withdraw from the organization. Saleem et al. (2018) also stated that abusive supervision has a positive effect on turnover intention because supervisors' oppressive behavior is perceived as a form of organizational indifference to employee well-being. Similar findings were reported by Xu et al. (2015), which showed that abusive supervision is part of the dark side of organizational behavior that directly impacts turnover intention.

The results of this study are also consistent with the findings of Yang and Xu (2023), who explained that abusive supervision functions as a negative social signal that reduces work well-being and ultimately increases turnover intention. Therefore, this study strengthens empirical evidence that abusive supervision has a direct, positive and significant effect on turnover intention, particularly among Generation Z employees who tend to be more sensitive to interpersonal treatment in the workplace.

### ***Psychological Distress as a Mediating Variable between Abusive Supervision and Turnover Intention***

The results of the indirect effect analysis indicate that psychological distress mediates the effect of abusive supervision on turnover intention. Mediation testing was conducted using bootstrapping techniques with 5,000 samples in PROCESS Model 4. The analysis results showed an indirect effect value of 0.2912, with BootSE = 0.0444, and a confidence interval of BootLLCI = 0.2028 to BootULCI = 0.3781. This confidence interval does not include zero, so the mediation effect is declared significant. The positive indirect effect value indicates that abusive supervision increases psychological distress, which in turn encourages increased turnover intention. Thus, psychological distress acts as a psychological mechanism that explains how the experience of abusive supervision translates into an intention to leave the organization. This means that employees do not necessarily have turnover intention simply because of abusive supervision treatment, but because the treatment first triggers psychological distress.

This finding is reinforced by respondents' statements on the psychological distress variable, which showed a total mean score of 3.75, which is in the fairly high category. All psychological distress indicators had mean scores above 3.50, indicating that respondents significantly experienced negative emotional states such as nervousness, hopelessness, depression, and feelings of worthlessness. This relatively high level of psychological distress reflects that the emotional pressure caused by abusive supervision is widely felt by respondents and has the potential to influence their work attitudes, including turnover intention. The results of this study are consistent with those of Saleem et al. (2018), who found that psychological distress significantly mediated the effect of abusive supervision on turnover intention in police personnel. Anasori et al. (2021) also showed that psychological distress plays a significant mediator in bridging the relationship between negative work experiences and turnover intention. Furthermore, Nguyen et al. (2024) emphasized that psychological distress is a key pathway explaining how

abusive supervision increases turnover intention, although the strength of the mediation can vary depending on the context.

The findings of this study also indicate that although psychological distress acts as a significant mediator, the direct effect of abusive supervision on turnover intention remains significant, as indicated by the direct effect results. This condition indicates that psychological distress functions as a partial mediator, where abusive supervision influences turnover intention both directly and through psychological distress. This pattern aligns with the findings of Hussain et al. (2020), who stated that psychological distress does not completely eliminate the direct effect of abusive supervision on turnover intention.

## **CONCLUSION**

1. Abusive supervision has a positive and significant effect on turnover intention. The results of the hypothesis test indicate that the more abusive supervision employees perceive, the stronger their tendency to leave their jobs. Hypothesis 1 (H1) is supported.
2. Psychological distress is proven to be a significant mediating variable in the effect of abusive supervision on turnover intention. Psychological distress acts as a psychological mechanism that explains how the experience of abusive supervision translates into an intention to leave the organization. Thus, the mediation effect is significant. Hypothesis 2 (H2) is supported.

## **RECOMMENDATION**

1. Organizations employing Generation Z should develop leadership styles that emphasize two-way communication and respect for employees' thoughts and perspectives. Superiors are expected to convey corrections and differences of opinion constructively, providing space for employees to express their ideas and views without fear of blame or demeanor. A more participatory and empathy-based leadership approach is important to ensure that work interactions do not create perceptions of abusive supervision, which can negatively impact employee attitudes and behavior.
2. Organizations are advised to strengthen employee engagement by creating a fair, supportive, and meaningful work experience. Maintaining healthy superior-subordinate relationships, coupled with attention to employee psychological well-being, can reduce the likelihood of turnover intention. By ensuring that employees feel valued, heard, and supported, organizations can increase their intention to stay and contribute sustainably.
3. Organizations should pay more attention to employees' emotional well-being by creating a work environment that supports psychological well-being. Implementing support systems such as open communication, clear feedback, and the availability of in-house psychological support or counseling can help employees manage work stress. These efforts are crucial to preventing ongoing psychological distress, especially among Generation Z, who tend to be more sensitive to interpersonal pressures in the workplace.

## ADVANCED RESEARCH

Further research could expand the scope of respondents by including other generations of workers as well as different regional and sectoral organizational contexts to provide broader generalizability. It is recommended to use a more varied data collection approach to complement the self-report questionnaire to gain a deeper understanding of employee perceptions and experiences. Furthermore, a longitudinal design could be considered to more deeply understand changes in psychological distress and turnover intention over time. It is also recommended that future research include other relevant variables, such as perceived organizational support, employee engagement, or organizational commitment, to enrich the research model and provide a more comprehensive understanding of the mechanisms by which abusive supervision influences turnover intention.

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