



## THE EFFECT OF ABUSIVE SUPERVISION ON EMPLOYEE SILENCE USING EMOTIONAL EXHAUSTION AND ORGANIZATIONAL JUSTICE AS A MEDIATION VARIABLE

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### Abstract

The purpose of this study to determine the effect of abusive supervision on employee silence with emotional exhaustion and organizational justice as a variable mediation. The population in this research is employees of textile and garment companies in Semarang District which is growing rapidly. Methods of data collection using observation, interviews and questionnaires. Sampling technique using multistage cluster sampling technique and the number of samples were 199 employees. Methods of data analysis using descriptive analysis and collected data were analyzed by using WarpPLS software version 6.0. The results showed that abusive supervision has a positive and significant effect on employee silence. Abusive supervision has a positive effect on emotional exhaustion. Abusive supervision has a negative effect on organizational justice. Emotional exhaustion has a positive effect on employee silence. Organizational justice has a negative effect on employee silence. Emotional exhaustion and organizational justice can mediate the relationship between abusive supervision of the employee silence. Suggestions for companies are company management can reduce employee silence and emotional exhaustion with giving treatment employees fairly and supervisors can improve their supervision systems.

### INTRODUCTION

The era of globalization is one of the driving factors that can bring about a change (Rejeki & Wulansari, 2015). Organizations that are not able to answer these changes will not be able to survive. Organizations must do ways to survive and develop in the face of these situations and conditions. Organizations must be able to adapt to environmental changes in order to survive in a dynamic environment. Therefore, organizations must determine management strategies and policies, especially in the field of human resource management (Darmawati et al., 2013). Human resources, especially individuals who are innovative and able to generate new ideas, is the most

valuable asset in the organization (Tabatabaei & Bigdelli, 2015).

Human resources play a very important role in an organization. Human resources that have high quality become demands for every organization to be able to achieve the stated goals (Sudarma, 2012). An important factor that is considered as a determinant of the success or failure of an organization is the leader (Ghoniya & Masurip, 2011; Hidayah & Sutopo, 2017). Leaders in the organization must be able to maintain good relationships with employees, so that employees feel satisfied and can do their jobs well.

Supervisors must maintain good relations with employees, so that employees are willing to share important information in the organization,

so that the supervisor does not lose important information that is useful to the organization. Basically, each employee has suggestions, experiences, concerns, and concerns about his organization (Fitriastuti, 2013). Employees who choose silence usually do not want to share information and true opinions, which will be beneficial to the progress of the company. Employees who choose silence and deliberately do not reveal the problems that exist in the organization will endanger themselves, others and the organization (Pinder & Harlos, 2001)

Employee silence was originally considered as something valuable in the lives of individuals, because there is a saying that silence is gold. However, within the scope of the organization it can actually be harmful to individuals and cause harm to the organization. A dynamic business organization environment requires every individual to be more responsive to the challenges of the environment, is not afraid to share information and knowledge, and can maintain his belief in himself and his team (Vakola & Bouradas, 2005). Factors that can cause employee silence are abusive supervision. Abusive supervision is the perception of subordinates related to the extent to which the superior conducts behavior that is considered unfavorable to subordinates, both verbally and non-verbally carried out continuously but does not involve physical contact (Tepper, 2000).

Abusive supervision has been negatively identified with employee physical comfort. This behavior has a negative impact on psychological attitudes and well-being, and also employee deviant behavior such as job dissatisfaction and counterproductive work behavior. Psychologically depleted employees often show counterproductive work behavior or employee behavior that is contrary to the interests in an organization (Aryee et al., 2008; Martinko et al., 2013). Research conducted by (Ai-hua et al., 2018) reveals that abusive supervision can cause employees to silence.

Another impact of abusive supervision is to cause emotional exhaustion. Whitman et al. (2014) revealed that abusive supervision is positively related to emotional exhaustion. In the context of abusive supervision, subordinates perceive being persecuted by superiors so that they have to spend a lot of psychological efforts to deal with stressors that can cause emotional exhaustion (Wu & Hu, 2009). Several studies show that the relationship between abusive supervision and emotional exhaustion is likely to result from interpersonal conflict between abused subordinates and abusive supervision behavior (Harvey et al.,

2007). In addition, according to Xu et al. (2015) emotional exhaustion in employees can lead to the choice of silence on employees.

Employee silence in an organization is also influenced by low organizational justice (Tulubas & Celep, 2012; Aküzüm, 2014). Research conducted by Kareem (2017) shows that organizational justice along with its dimensions can be a predictor of employee silence. The perception of good organizational justice will increase the positive emotions of employees, so that employees will do their work with pleasure and positivity (Rejeki & Wulansari, 2015). However, when employees perceive the organization is not fair, the employee will display work attitudes or negative emotions (Ardi & Sudarma, 2015). That is what causes employee silence in an organization.

From the various results of the above research shows that there is a relationship between abusive supervision, emotional exhaustion, organizational justice and employee silence. There is a research gap regarding the effect of abusive supervision on silence. Whitman et al. (2014) and Kareem (2017) found that abusive supervision is positively related to the reticence of employees, but Rafferty & Restubog (2011) and Onyishi (2012) find that abusive supervision is negatively related to employee silence. The existence of a research gap makes researchers want to further examine the relationship between abusive supervision of employees' silence by using emotional exhaustion and organizational justice as mediation.

In addition to the research gap, there is also a gap phenomenon found by researchers in the object to be studied. Based on the results of interviews conducted with the head of the HRD, it was found out that even though the company had given employees the rights, the employees preferred to be quiet rather than express ideas, opinions and suggestions for company improvement. Researchers also conduct preliminary studies, where most employees have commitment, loyalty, and high loyalty to the company, but employees feel unable to be open in resolving problems with supervisors, and employees feel afraid to convey ideas, opinions and suggestions, so employees choice is to be silent.

## Hypothesis Development

### The Effect of Abusive Supervision on Employee Silence

Abusive supervision is the perception of subordinates related to the extent to which the supervisor performs abusive behavior towards subordinates, verbally and non-verbally carried out

continuously but does not involve physical contact (Tepper, 2000). There are three dimensions of abusive supervision that have been adapted to the cultural context in Indonesia, Angry-active abuse, Humiliation-active abuse and Passive abuse (Wulani et al., 2014).

Abusive supervision has been negatively identified with employee physical comfort. This behavior has a negative impact on psychological attitudes and welfare as well as deviant employee behavior, such as job dissatisfaction and counter-productive work behavior. Abusive supervision can give negative working atmosphere, in which employees feel treated not good by his supervisor, got pressure and intimidation such as lost his job when the employee made a mistake (Kernan et al., 2016). Previous research conducted by Xu et al. (2015) found that abusive supervision has a positive effect on employee choice of silence. The higher the employee feels abusive supervision from the boss, the more the employee's silence increases.

H1: Abusive supervision has a positive effect on employee silence.

#### **The Effect of Abusive Supervision on Emotional Exhaustion**

Abusive supervision in an organization affects emotional exhaustion. Emotional exhaustion refers to excessive emotional feelings and is drained by someone's contact with others (Leiter & Maslach, 1988). Whitman et al. (2014) revealed that abusive supervision is positively related to emotional exhaustion. When employees get abusive supervision, they will cause emotional exhaustion. Several studies show that the relationship between abusive supervision and emotional exhaustion comes from the interpersonal conflict between subordinates who are abused and abusive supervision behavior (Whitman et al., 2014).

H2: Abusive supervision has a positive effect on emotional exhaustion.

#### **The Effect of Abusive Supervision on Organizational Justice**

Abusive supervision in an organization influences organizational justice. Organizational justice is the perception of employees where employees are treated fairly in the organization (Ariasti & Wulansari, 2017). Kareem (2017) revealed that abusive supervision is negatively related to organizational justice. When employees get abusive supervision, then employees will perceive that organizational justice in the organization is low. Therefore, a climate of justice in an organization plays an important role because it can in-

crease individual motivation to speak (Pinder & Harlos, 2001).

H3: Abusive supervision has a negative effect on organizational justice.

#### **The Effect of Emotional Exhaustion on Employee Silence**

Emotional exhaustion in employees is characterized by the depletion of emotional resources such as feelings of frustration, despair, sadness, helplessness, stress, irritability (Maslach & Leiter, 2008). These effects are often realized by reducing work effectiveness and work productivity in an organization (Maslach, et al., 2001). According to Xu et al. (2015) emotional exhaustion in employees can lead to employee silence. When employees experience high emotional exhaustion, it will increase silence on employees in an organization.

H4: Emotional exhaustion can increase employee silence.

#### **The Effect of Organizational Justice on Employee Silence**

Employees who perceive that the organization is not fair, the employee's work attitude or negative emotions will emerge (Ardi & Sudarma, 2015). That is what causes the choice of the silence of employees in an organization. The employee's silent attitude will increase when the employee perceives that the organization in his workplace is unfair. However, when employees perceive that the organization is fair, the employee's silence will decrease.

H5: Organizational justice has a negative effect on the employee silence.

#### **The Effect of Abusive Supervision on the Silence of Employees with Emotional Exhaustion as Mediation**

Emotional exhaustion is a mediating variable that can relate the influence between abusive supervision and employee silence. The higher the employee experiences abusive supervision in an organization, the more experienced employees will experience emotional exhaustion, so that the higher the employee will choose to be silent.

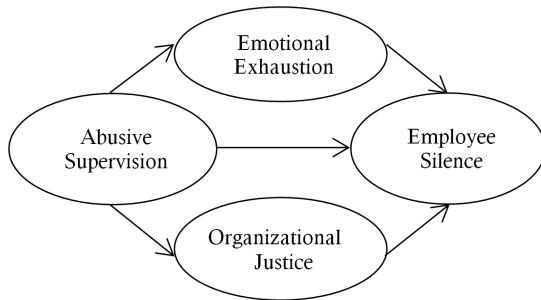
H6: Emotional exhaustion mediates the relationship between abusive supervision and employee of silence.

#### **The Effect of Abusive Supervision on the Silence of Employees with Organizational Justice as Mediation**

Organizational Justice is a mediating variable that can relate the influence between abusive

ve supervision and employee silence. The higher the employees experience abusive supervision in an organization, the lower the level of organizational justice perceived by employees, thus increasing the employees to choose silence.

H7: Organizational justice mediates the relationship between abusive supervision and employee silence.



**Figure 1.** Research Model

## METHOD

The population in this study were employees of textile and garment companies that were growing rapidly in Semarang District, which was chosen with a total of 8,225 employees. The sampling technique used in the study is using multi-stage cluster sampling. A total of 199 employees were sampled in this study. Data collection methods using observation, interviews, and questionnaires using a Likert scale starting from 1 = strongly disagree, up to 5 = strongly agree. Data analysis using descriptive analysis and collected data were analyzed using WarpPLS version 6.0.

The independent variable in this study is Abusive Supervision (SB\_X) measured using 18 items of statements from the indicator (Wulani et al., 2014). An example of this statement item is "my boss underestimates me", "my boss laughs at me in front of other employees", and "my boss forces me to keep working even at rest".

The dependent variable in this study was Employee Silence Attitude (SDK\_Y) which was measured using 10 statement items from the (Dyne et al., 2003). An example of a statement item is "I do not want to put forward a suggestion for a company change", "I keep an idea or idea regarding a solution to a problem in my work environment", and "I am afraid when suggesting ideas for company change".

The mediating variables in this study were Emotional Exhaustion (KE\_Z1) and Organizational Justice (KO\_Z2). Emotional exhaustion was measured using 8 statement items from the indicators Maslach and Jackson (1981). An

example of an item statement is "I feel frustrated with my work", "I feel too hard working for my job", and "I feel like I'm on edge. Organizational justice was measured using 17 items of statements from the indicators (Niehoff & Moorman, 1993). An example of this statement item is "I feel my work schedule is fair", "my boss always listens to the input of his employees before making decisions related to work, salary and promotion", and "when making decisions, employers are open to all employees".

## RESULT AND DISCUSSION

### Validity Test

Test of convergent validity is measured using factor loading, if the factor loading is  $\geq 0.30$  or the factor loading and the component weight of a significant indicator, the relevant indicator meets convergent validity. Based on the results of the convergent validity test of the statement items in each of the variables in this study, there are 3 items of statements from the invalid employee attitudes variable, so that the 3 items are removed and not used in testing the hypothesis. After the 3 invalid items are removed, the validity test is tested again, the results show that all statement items are declared to meet convergent validity because the factor loading is  $< 0.30$ , so all statement items meet convergent validity and are declared valid.

Discriminant validity test is measured using a comparison between loading with cross-loading factor, if the value of loading an indicator is greater than the value of cross-loading, then the relevant indicator meets discriminant validity. The discriminant validity of the questionnaire can be seen from the comparison of the root value of AVE (Average Variance Extracted) with correlation coefficient, if the root AVE is greater than the correlation coefficient with other variables, then the questionnaire is said to be valid discriminant.

**Table 1.** AVE Root Value and Correlation Coefficient

	SB_X	SDK_Y	KE_Z1	KO_Z2
SB_X	(.073)	.310	.515	-.168
SDK_Y	.310	(.776)	.370	-.233
KE_Z1	.515	.370	(.718)	-.285
KO_Z2	-.168	-.233	-.285	(.708)



Based on Table 1, the results of the discriminant validity test show that the AVE root value of each variable is greater than the correlation of the variables in question, so that the discriminant validity of all of these research variables is valid as a requirement of discriminant validity.

### Reliability Test

Reliability is a measure that shows the extent to which a questionnaire is able to measure a variable permanently (consistently) (Solimun et al., 2017). Reliability testing can be said to be a reliable measuring tool. Reliability analysis that is often used is internal consistency reliability by examining the Cronbach Alpha coefficient. If the  $\alpha$  value  $\geq 0.60$  indicates that the questionnaire is reliable (Malhotra, 1992). In this reliability test using WarpPLS 6.0 by looking at the results of the composite reliability measurement (composite reliability, pc). The questionnaire has good composite reliability if you have a PC  $\geq 0.7$ .

**Table 2.** Composite Reliability and Cronbach's Alpha

No	Variable	Composite Reliability	Cronbach's Alpha
1	SB_X	.946	.938
2	SDK_Y	.013	.888
3	KE_Z1	.894	.864
4	KO_Z2	.945	.937

Based on Table 2 the results of the instrument reliability test in this study variable showed that all variables met composite reliability, because the composite reliability coefficients  $> 0.70$  and all variables also met internal reliability consistency because Cronbach's alpha coefficients  $> 0.60$ , so all variables met composite reliability and internal consistency. That is, all of these statements are able to measure a problem permanently, so it can be said to be a reliable or reliable measurement tool.

### Descriptive Analysis of Respondents

The description of the age of the respondents in this study is mostly between the ages of 26-33 years with a total of 70 employees (35.2%) and 18-25 years with a total of 61 employees (30.6%). The gender description of female respondents was 122 employees (61.31%) and male respondents were 77 employees (38.69%). The description of the respondent's working period is at most 1-5 years with a total of 93 employees

(46.73%). The most recent education description of respondents was the high school level with 135 employees (67.84%).

### Goodness of Fit Model

The goodness of Fit index is specified and the size of goodness latent variable relations (inner models) also associated with also. Before interpretation against the results of hypothesis testing, then the model is supposed to have the Goodness of Fit (Solimun et al., 2017). Test result from analysis goodness of fit model presented in Table 3.

**Table 3.** Model Fit dan Quality Indices

No.	Model Fit and Quality Indices	Analysis Results	Description
1.	(APC)	.254 p< .001	Good
2.	(ARS)	.179 p= .002	Good
3.	(AARS)	.172 p= .003	Good
4.	(AVIF)	1.543	Ideal
5.	(AFVIF)	1.307	Ideal
6.	(GoF)	.308	Ideal
7.	(SPR)	1.000	Ideal
8.	(RSCR)	1.000	Ideal
9.	(SSR)	1.000	Ideal
10.	(NLBCDR)	.800	Ideal

Based on Table 3 the goodness of fit model has good results to explain the relationship between latent variables and their assumptions.

### Hypothesis Testing

Hypothesis testing in WarpPLS analysis uses resampling method and uses t-test. The rule of decision for testing hypotheses is made if p-value is obtained  $\leq 0.10$  (alpha 10%) then it is said to be weakly significant, if p-value is  $\leq 0.05$  (alpha 5%) then it is said to be significant and if p-value is  $\leq 0.01$  (alpha 1%) then it says highly significant. In this study, the research hypothesis is accepted if the p-value is  $\leq 0.05$  (alpha 5%).

### Direct Testing

Direct effect testing is used to determine the path coefficient of direct effect between va-

**Table 5** Results of Testing the Direct Effects between Variables

No.	Relationships between Variables		Path Coefficient	p-value	Description
	(Explanatory Variables → Variable Response)				
1.	SB_X	→ SDK_Y	.328***	< .001	Highly significant
2.	SB_X	→ KE_Z1	.561***	< .001	Highly significant
3.	SB_X	→ KO_Z2	-.172***	.007	Highly significant
4.	KE_Z1	→ SDK_Y	.240***	< .001	Highly significant
5.	KO_Z2	→ SDK_Y	-.138**	.024	Significant

riables. The results of direct effect testing are presented in Table 5.

#### The Effect of Abusive supervision on Silence

Based on Table 5 the results of the direct effect hypothesis testing showed that the effect of abusive supervision (SB\_X) on employee silence (SDK\_Y) with path coefficients of 0.328 and  $p < 0.001$ . Considering  $p \leq 0.01$ , it is said to be highly significant. The positive sign path coefficient (0.328) indicates that the higher the abusive supervision (SB\_X) the employee's silence (SDK\_Y) is increasing, so H1 is supported, abusive supervision has a positive effect on employee silence.

Employees choose silence and passivity in conveying ideas, suggestions or opinions because employees feel afraid and depressed due to abusive supervision. Abusive supervision is a form of abuse of power, where subordinates are used as targets to vent frustration from the supervisor. Even though abusive supervision is not included in the form of physical contact threats, this action is sufficient to have a sustainable negative impact, which results in hostile behavior both verbally and nonverbally, so that employees choose silence not because of an order, coercion from others, or intentional but rather as a reaction to employee disappointment at the attitude of his supervisor.

The results of this study were also supported by previous researchers, Xu et al. (2015), Kareem (2017) and Ai-hua et al. (2018) which states that abusive supervision has a positive effect on employee silence.

#### The Effect of Abusive supervision on Emotional Exhaustion

Based on Table 5 the results of testing the direct effect hypothesis showed that the effect of abusive supervision (SB\_X) on emotional exhaustion (KE\_Z1) with a path coefficient

of 0.561 and  $p \leq 0.001$ . Given that  $p < 0.01$ , it is said to be highly significant. The positive pathway coefficient (0.561) indicates that the higher the influence of abusive supervision (SB\_X) then emotional exhaustion (KE\_Z1) increases, so H2 is supported, abusive supervision has a positive effect on emotional exhaustion.

Employees of textile and garment companies that are growing rapidly in Semarang District experience emotional exhaustion because these employees feel depressed due to abusive supervision. Even though abusive supervision is not included in the form of physical contact threats, this action is quite negative which results in emotional exhaustion. Bosses have broken promises to subordinates and superiors have vented disappointment over the performance of subordinates by insinuating subordinates to become the biggest reason employees feel that there is abusive supervision that makes employees feel depressed and emotionally drained in their work, so employees experience emotional exhaustion.

The results of this study were also supported by previous researchers Wu and Hu (2009) and Whitman (2014) which stated that abusive supervision had a positive effect on the employee's silence.

#### The Effect of Abusive supervision on Organizational Justice

Based on Table 5 the results of testing the direct effect hypothesis show that the influence of abusive supervision (SB\_X) on organizational justice (KO\_Z2) with a path coefficient of -0.172 and  $p \leq 0.007$ . Considering that  $p < 0.01$ , it is said to be highly significant. The negative sign path coefficient (-0.172) indicates that the higher the influence of abusive supervision (SB\_X) then organizational justice (KO\_Z2) decreases, so that H3 is supported, abusive supervision negatively affects organizational justice.

Employees perceive that organizational justice at the company is low because the employer has broken promises to subordinates and superiors have vented disappointment over the performance of subordinates by insinuating subordinates. The results of this study are also supported by previous researchers, Kareem (2017) which states that abusive supervision has a negative effect on organizational justice.

#### Effect of Emotional Exhaustion on Employee Silence

Based on Table 5 the results of the direct effect hypothesis testing showed that the effect of emotional exhaustion (KE\_Z1) on employee silence (SDK\_Y) with a path coefficient of 0.240 and  $p < 0.001$ . Considering  $p \leq 0.01$ , it is said to be highly significant. The path coefficient positive sign (0.240) indicates that the higher the influence of emotional exhaustion (KE\_Z1), the employee's silence (SDK\_Y) is increasing, so H4 is supported, emotional exhaustion has a positive effect on the employee's silence.

Emotional exhaustion that occurs in employees will affect employee attitudes at work. Employees feel emotionally drained from work because employees must work 8 hours a day from Monday to Friday. Emotional deprivation of employees at work causes employees to be tired, so this can increase the employee's silence at work.

The results of this study are also supported by previous researchers Whitman (2014) who stated that emotional exhaustion has a positive effect on employee silence.

#### Effect of Organizational Justice on Employee Silence

Based on Table 5 the results of testing the direct effect hypothesis show that the influence of organizational justice (KO\_Z2) on the employee's silence (SDK\_Y) with path coefficients of -0.138 and  $p = 0.024$ . Given  $p \leq 0.05$ , it is said to be significant. The negative sign path coefficient (-0.138) indicates that the higher the influence of organi-

zational justice (KO\_Z2) the employee's silence (SDK\_Y) decreases, so that H5 is supported, that organizational justice is negatively related to the employee's silence.

Employee perceptions of organizational justice will affect employee attitudes at work. Fair treatment of textile and garment employees such as providing working hours, fair wages and workloads, involving employees in decisions related to the distribution of work and wages and treating employees with respect will encourage employees to give positive feedback to the company, such as show an attitude of concern for the condition of the company, voice relevant ideas to advance the company and demonstrate high commitment to the company. The employee silence inside the Organization will decrease when employees perceive that the organization place work has happened fair (Beheshtifar & Moghadam, 2012; Whiteside et al., 2013). But on the contrary, when there is an injustice within the company, it will make employees feel that their contribution to the company is not valued and causes employees to choose silence.

The results of this study are also supported by previous researchers, Dabbagh et al. (2012) and Kareem (2017) which states that organizational justice has a negative effect on employee silence.

#### Mediation Variable Analysis

Tests are carried out to test the path coefficients of indirect effects. The indirect effect coefficient is a multiplication of the path coefficients of the segments passed.

Based on the calculations in Table 6 shows that the total effect is 0.292, while the direct effect is 0.157. So that the total effect of  $0.292 > \text{direct effect}$  is 0.157. This means that it can be concluded that H6 is supported by emotional exhaustion mediating the relationship between the influence of abusive supervision on employee silence.

The role of mediating emotional exhaustion shows that when a supervisor performs abusive supervision, the employee will experience

**Table 6.** Direct Effect and Indirect Effect Path Coefficients Variable of Abusive Supervision and Emotional Exhaustion on Employee Silence

No.	Independent Variable	Effect	Emotional Exhaustion	Employee Silence	Total
1.	Abusive Supervision	Direct		.157	.157
		Indirect	.561	.240	.561 x .240 = .135
Total Effect					.157 + .135 = .292

**Table 7.** Direct Effect and Indirect Effect Path Coefficients Variable of Abusive Supervision and Organizational Justice on Employee Silence

No.	Independent Variable	Effect	Organizational Justice	Employee Silence	Total
1.	Abusive Supervision	Direct		.157	.157
		Indirect	-.172	-.138	$(-.172) \times (-.138) = .024$
Total Effect					$.157 + .024 = .181$

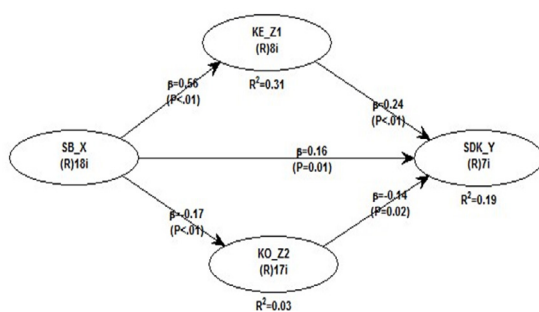
emotional exhaustion. That is, emotional exhaustion in employees will increase when superiors do abusive supervision at work. So that with increasing emotional exhaustion in employees, will increase the occurrence of employee silence.

The results of this study were also supported by previous researchers Whitman et al. (2014) which states that the silence caused by abusive supervision will increase when employees experience emotional exhaustion.

Based on the calculations in Table 7 shows that the total effect is 0.181, while the direct effect is 0.157. So that the total effect is  $0.181 > 0.157$  direct effect. This means that it can be concluded that H7 is supported, organizational justice mediates the relationship between the influence of abusive supervision on employee silence.

Employee silence in the organization will decrease when employees perceive that the organization where they work has been fair. However, the perception of organizational injustice will arise when superiors do abusive supervision. That is, abusive supervision causes employees to perceive that the organization is not fair, so that it will increase employee silence.

The results of this study are also supported by previous researchers Kareem (2017) which states that the perception of organizational injustice caused by abusive supervision in the workplace will make employees tend to choose silence at work.



**Figure 2.** Test Results of Path Analysis using WarpPLs

## CONCLUSION AND RECOMMENDATION

Abusive supervision has a positive and significant effect on the employee's silence, meaning that the higher the employer treats his subordinates poorly, it will increase the employee's silence.

Abusive supervision has a positive and significant effect on emotional exhaustion, meaning that the higher the employer treats his subordinates poorly, it will increase emotional exhaustion in the employee. Abusive supervision has a negative and significant effect on organizational justice, meaning that the higher the employer treats subordinates poorly, the organizational justice in the company will be low.

Emotional exhaustion has a positive and significant effect on the employee's silence, meaning that the higher the employee experiences emotional exhaustion, it will increase employee silence. Organizational justice has a negative and significant effect on employee silence, meaning that the higher the level of organizational justice in the company, the employee's silence will decrease.

Emotional exhaustion mediates the relationship of the effect of abusive supervision on employee silence, meaning that the higher the employer treats his subordinates poorly, the employee experiences high emotional exhaustion and indirectly it will increase the employee's silence.

Organizational justice mediates the relationship between the influence of abusive supervision on employee silence, meaning that the higher the employer treats his subordinates poorly, then the employee will perceive that organizational justice in the company is low or the company does not apply fairly, and indirectly it will increase the silent attitude employee.

Some employees in textile and garment companies that are growing rapidly in Semarang District have a passive attitude in the workplace, which is choosing silence. This employee's silent attitude can be detrimental to the organization, therefore employees are expected to be brave and



willing to convey ideas, opinions and suggestions on problems that occur in the workplace, so that the company can work well and more optimally.

Leaders in a company are expected to reduce abusive supervision in their organization, because abusive supervision can cause employees to feel dissatisfied and will cause employees to choose silence. Some employees also experienced enough emotional exhaustion. Therefore, leaders in the company are expected to reduce emotional exhaustion felt by employees, for example by providing a comfortable working environment for employees such as playing music as entertainers while working. For the management of textile and garment companies that are growing rapidly in Semarang District, it is hoped that they will always be fair in determining company decisions and policies, so that employees feel satisfied and can increase productivity in company performance.

Suggestions for future research are expected to expand research samples in other sectors, so that they can obtain new and more generalized research results. Future research is expected to develop other variables that can mediate the effect of abusive supervision on employee silence.

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