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UNDERSTANDING THE RELATIONSHIP BETWEEN ABUSIVE SUPERVISION
AND TURNOVER INTENTIONS IN CORPORATE SALESFORCE IN MIAMI-
DADE: THE INFLUENCES OF EMPLOYEE JOB SATISFACTION,
ORGANIZATIONAL PRESTIGE, AND COWORKERS' SUPPORT

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To: Dean William Hardin
College of Business

This dissertation, written by Clara E. Arango, and entitled “Understanding the Relationship Between Abusive Supervision and Turnover Intentions in Corporate Salesforce in Miami-Dade: The Influences of Employee Job Satisfaction, Organizational Prestige, and Coworkers’ Support,” having been approved in respect to style and intellectual content, is referred to you for judgment.

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Florida International University, 2023

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DEDICATION

Thank you, God, and your Holy Mother, for all your blessings, opportunities, inspirations, and guidance. Thank you for putting the right people in my life to encourage me to pursue this journey. Thank you to my son, family, and friends for their support, patience, understanding, and motivation.

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Abstract

Abusive supervision is a prevalent reality. With increasing goals to reach in sales departments, the pressure goes from top to bottom, including middle managers, sales personnel, and assistants. However, abusive supervision is an employee's perception. Therefore, it is unavoidable. Some employees may perceive their superiors as abusive, whereas others may believe the same supervisors are transformational leaders.

Job satisfaction is essential for businesses, especially when organizations face workforce scarcity. Many companies focus on pleasing their salespeople, which is the motor of business success. Various incentives include paid vacation packages, substantial bonuses, and attractive prizes. However, monetary and material perks are only sometimes enough to motivate the sales force when they feel drained and exhausted. Sometimes emotional considerations, such as encouraging enthusiastic coworkers' interactions and assistance, could increase job satisfaction and, thus, reduce turnover.

This research sought to comprehend better and demonstrate a significant correlation between abusive supervision and turnover intentions, mediated by job satisfaction and moderated by organizational prestige and coworkers' support, as perceived by the corporate salesforce of Miami-Dade County. The primary purpose was to provide employers with awareness of alternatives to lessen the negative effect caused by their sales force's abusive supervision perceptions. The findings of this research confirmed that job satisfaction is vital to reduce employees' turnover intention, despite offensive supervision perception. In addition, the findings suggest that abusive supervision is positively related to turnover intention and negatively related to job satisfaction. Likewise, job satisfaction is negatively associated with turnover intention.

Keywords: abusive supervision, job satisfaction, coworker support, organizational prestige, turnover intentions, sales force, Miami

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CHAPTER 1: INTRODUCTION

Job satisfaction is essential for businesses, especially when organizations face workforce scarcity. Many companies focus on pleasing their salespeople, which is the motor of business success. Various incentives include paid vacation packages, substantial bonuses, and attractive prizes. However, monetary and material perks are only sometimes enough to motivate the sales force when they feel drained and exhausted when perceiving themselves as having abusive supervisors. Sometimes emotional considerations, such as encouraging enthusiastic coworkers' interactions and assistance, could increase job satisfaction and, thus, reduce turnover.

As suggested by Wu et al. (2009), abusive supervision is a subjective perception of employees. Therefore, some workers may have different perceptions of their managers' behavior to the extent that what some employees may perceive as hostile, others might consider acceptable behavior. Wu et al. indicated that abusive supervisions are negative attitudes and behaviors of managers toward employees that cause discomfort to the workers. The effects of ruthless management could change the organization's climate (Özkan, 2022), creating an environment of frustration and demotivation.

Tepper (2000) asserted that employees who perceived their supervisors as abusive were more likely to quit their jobs. Moreover, for those who remained with their jobs, abusive supervision was related to lower job satisfaction and psychological distress (Tepper, 2000). Abusive supervision is prevalent in many organizations (Mackey et al., 2017). It is a sadly common element in the everyday interactions between the workforce and management (Wu et al., 2009). However, some executives are unaware of their rudeness when dealing with their subordinates.

Studies have proven that discourteous supervisory actions are related to adverse consequences, such as psychological distress, reduced affective organizational commitment, and higher turnover (Martinko et al., 2013). These actions imply personal suffering and substantial costs to organizations (Porath & Pearson, 2010), including poor employee performance and increasing intention to quit.

Regardless, many supervisors continue applying negative pressure to improve subordinates' performance. Farmanara (2019) asserted that some supervisors appear to consciously oppress subordinates to stimulate them into actions instead of acting persuasively and supportively, the latter being generally more effective in achieving organizational goals. An oppressive strategy might work for a short period. Nonetheless, managers' offensive conduct would negatively affect subordinates' job satisfaction and work engagement in the long run.

Researchers have conflicting opinions on managers' behaviors on employees' motivation stimulation. For example, many researchers have found that motivational leadership styles lead to subordinates' efficiency and commitment, and those authoritarian directions demotivate and create frustration. On the contrary, some studies demonstrate that abusive management techniques develop subordinates' creativity and increase productivity (Atamba et al., 2020; Zhang & Xie, 2017).

Park et al. (2019) suggested that abusive supervision is detrimental to an ethical work environment because it violates moral standards, which are perceived as unethical. The authors agree that abusive supervision induces subordinates' bad reactions toward their supervisors, affecting employees' commitment to the organization (Park et al., 2019) and reducing productivity.

Bad reactions might include swearing and threatening. For example, it might be common sense that abusive behaviors create aggressiveness; however, supervisors continue behaving impolitely on certain occasions. This harsh conduct could be caused by them being pressed by top management or vastly increasing goals, which is common in sales departments.

Likewise, Farmanara (2019) emphasized that abusive supervision results in detrimental human consequences and adverse performance effects. Notwithstanding, there are situations in which managers mistreat their subordinates to enhance workgroup performance, choosing harsh methods over more constructive motivational approaches. This mistreatment is especially true when they believe destructive leadership improves workgroup output. These supervisors use an authoritarian leadership style to prevail over their subordinates. Under pressure and in response, workers follow their supervisors' directions and adhere to the job requirements, inhibiting their creativity and extra-role behaviors (Zhang & Xie, 2017). Undoubtedly, repressive behaviors affect subordinates' responses and negatively influence their self-esteem.

Frieder et al. (2015) defined abusive supervision as the employees' perception of a sustained display of hostile verbal and nonverbal behaviors, excluding physical contact. Therefore, it is imperative to emphasize the words *employees' perceptions* because it might happen that it is not the administrators' intention to be rude. Moreover, managers might need to be made aware of their impertinent manners.

Generally, certain factors, such as conscientiousness, self-confidence, emotional intelligence, and social adaptability, could mitigate the adverse effects of perceived supervisory abuse and mistreatment. Focusing on the benefits and privileges of positive

peer relationships and organizational prestige could alleviate the annoyance of having a curmudgeonly boss.

Commonly, abusive supervision is associated with emotional exhaustion and dissatisfaction (Frieder et al., 2015). However, Atamba et al.'s (2020) confirmed that abusive supervisory behavior aims at employees' creativity. Their research indicated that about 50% of United States employees consider supervisors abusive, meaning managers take verbal and non-verbal hostile actions against their subordinates (Atamba et al., 2020). However, it is alarming to realize that offensive managerial conduct occurs in organizations regardless of its negative effect. Surprisingly, various managers are unaware of the disastrous consequences of their behavior on their employees' minds.

Ruiz et al. (2016) declare that managers are perceived to be effective when they are approachable, flexible, understanding, fair decision-makers, attentive, and careful. Conversely, bosses are perceived as ineffective when they are close-minded, authoritarian, unfair, inconsiderate, arrogant, incompetent, and unprofessional (Ruiz et al., 2016).

Torres et al. (2015) perceive effective managers as supportive, caring, considerate, sympathetic, participative, understanding, communicative, flexible, and good problem solvers. They believe charismatic, team-oriented supervisors concerned about their subordinates' well-being are more effective organizational leaders (Torres et al., 2015). Perchance, these are the type of supervisors that regular employees dream of having.

By providing empirical evidence that factors such as organizational prestige and coworkers' support may perhaps positively influence the relationship between abusive

supervision and job satisfaction, the results of this study will likely lead corporate management to strengthen organizational prestige and promote positive peer relationships, as strategies to reduce the harmful effects of employees' abusive supervision perceptions.

Additionally, this research aimed to encourage personnel departments to provide adequate training and leadership strategies for managers and supervisors. It will further substantiate a need for leadership development to increase positive approaches and motivational supervisory behaviors. Optimistically, the company's awareness would induce organizational managers to provide supervisors with leadership mediation, to deter or diminish the occurrence of abusive supervision, as a strategy to improve job satisfaction.

This study proposed that job satisfaction mediates the relationship between abusive supervision and turnover intentions. DeLay and Clark (2020) argued that higher levels of job satisfaction can lead to higher levels of job performance because employees strive to work more effectively when satisfied. Moreover, higher levels of job satisfaction will influence subordinates' intention to quit.

This investigation used the Affective Events Theory (AET) as its theoretical framing, to explain the effect of abusive supervision on employee turnover intentions. Affective Events Theory is a psychological model that depicts the correlation between attitudes and behaviors. Attitudes focus on feelings and behaviors deal with actions. Affective Events Theory assumes that human beings are emotional and that emotions direct people's actions.

This research was interested in understanding how and when abusive supervision relates to turnover intentions. To this end, I examined the moderating effects of organizational prestige and coworkers' support on the relationship between abusive supervision and job satisfaction, in the corporate salesforce in Miami-Dade.

In doing so, the primary objective of this study was to provide researchers and organizations with alternative instruments to perhaps lessen the negative effect caused by their salesforce abusive supervision perceptions, as an approach to increase job satisfactions and to reduce the workforce attrition. The following research question guided this research:

Does abusive supervision relate to employee turnover intentions?

CHAPTER 2: LITERATURE REVIEW

When supervisors engage in abusive behaviors, the employees' emotional reactions, intent to leave the organization, job satisfaction, organizational commitment, conflict between work and family life, and emotional hardship are affected. This research adopted the Affective Events Theory (AET) to explain the direct effect of abusive supervision on employee turnover intentions. I further examined the indirect effect of abusive supervision on turnover intentions using job satisfaction as a mediator. Finally, I assessed the role of organizational prestige and coworkers' support as potential moderators in the relationship between abusive supervision and job satisfaction.

Affective Events Theory is a psychological model that describes the connection between emotions and feelings in the workplace and job performance, satisfaction, and behaviors. Affective Events Theory is based on the principle that individuals are emotional and that emotions guide their behaviors. According to the Affective Events Theory, employees' emotional reactions at work follow the pattern of events–emotion–attitude–behavior (Chen et al., 2022).

Affective Events Theory (AET) focuses on the structure, causes, and consequences of affective experiences at work (Weiss & Cropanzano, 1996). The theory suggests that effective labor behaviors are explained by workers' mood and sensations. Chen et al. (2022) suggested that the Affective Events Theory explains the relationship between affective events in the workplace, affective reactions and attitudes, and behaviors experienced by an organization's members. They further argue that work events provoke an individual's emotional response, affecting employees' attitudes and behaviors (Chen et al., 2022).

Affective Events Theory suggests that events are the proximal causes of affective reactions and that affective experiences directly influence behaviors and attitudes (Weiss & Cropanzano, 1996). The authors denote that those affective reactions result from the two-state and trait mood dimensions: Positive Affectivity (good feelings such as enthusiasm and joy) and Negative Affectivity (bad feelings such as anxiety and frustration). Affective experiences at work influence overall judgments about job satisfaction and general attitudes, perhaps employees' intention to stay (Weiss & Cropanzano, 1996).

Abusive supervision has been found to influence employees' negative affect (Chen et al., 2022) and turnover intentions. Abusive supervision is an event (happening) that affects employees' emotions, per se, their feelings of satisfaction or dissatisfaction with their job. Consequently, employees take a position or behavior, for example, to stay or to quit. According to Weiss and Cropanzano's theory (1996), an event, such as abusive supervision, that creates negative affectivity (job dissatisfaction) is positively related to turnover intentions, which is the resulting behavior.

There are various points of view on the effects of abusive supervision. For example, many researchers have found that positive supervisory behavior leads to subordinates' efficiency and commitment. In contrast, other studies demonstrate that abusive behaviors develop subordinates' creativity and increase productivity. Furthermore, employees in different countries have their own opinion regarding management practices. In Argentina, managers are perceived to be effective when they are approachable, flexible, understanding, fair decision-makers, attentive, and careful (Ruiz et al., 2016). On the contrary, managers are perceived to be ineffective when they

are close-minded, authoritarian, unfair, inconsiderate, arrogant, incompetent, and unprofessional (Ruiz et al., 2016). Likewise, research suggests that Colombians perceive effective managers as supportive, caring, considerate, participative, understanding, communicative, flexible, and good problem solvers (Torres, 2015). They believe charismatic, team-oriented supervisors and concern about their teams are ideal for subalterns (Torres, 2015). Generally, most employees prefer to work with motivational leaders. According to Chen et al. (2022), supervisors generally abuse their employees in the Chinese rigid hierarchical system, keeping the organization's best interest in mind. For them, results and productivity are the main objective regardless of workers' needs and feelings.

Abusive supervision

Abusive supervision is defined as employees' perceptions of the extent to which supervisors engage in the continuous displays of unpleasant vocal and nonverbal conducts, which do not include physical contact (Tepper, 2000). The author indicates that such perceived abuse behaviors impact an estimated 14% of employees annually, and costs organizations rampantly more in terms absenteeism, health, and reduced performance (Tepper, 2000).

Fiaz et al. (2017) argued that some abusive supervisors assume all employees are instinctively lazy, untrustworthy, and irresponsible. Therefore, the leader should complete planning, organizing, and controlling without the involvement of subordinates. Under this managerial style, hard work, authority, power, and control rely exclusively on the supervisor. Wang et al. (2018) infer that authoritarian leadership is positively related to employee turnover intention, which, as a result, will negatively affect employees' job

satisfaction. Workforce turnover is very expensive to organizations due to hiring and training high costs. Muhammad et al. (2020) assert that an unpolite approach negatively affects subordinates' work engagement and performance, creating insecurity and dissatisfaction. The authors explain that the dominating leadership style and the lack of subordinates' ideas and input appreciation can severely demoralize employees, reducing their job interest and productivity (Muhammad et al., 2020). Under authoritarian management, associates believe their supervisors must adequately value their work efforts.

Many scholars perceived authoritarian leadership as abusive due to managers' lack of appreciation. According to Tariq et al. (2018), when mistreated employees are forced to perform and work, perhaps when they cannot recapture their self-interests because of power imbalance or position differences, it would lead to reduced employees' intrinsic motivation. Indeed, maltreated employees show no enjoyment in their jobs, negatively affecting their performance, and abused workers may retaliate against their authoritarian managers.

However, it is essential to note that some subordinates continue to commit to their job to support their families despite being frustrated. For example, abusive behaviors include giving employees the silent treatment, mocking them, being offensive, and putting them down in front of others (Yang & Xu, 2023). Staff members would prefer to avoid being in these circumstances.

It is imperative to consider the negative consequences of abusive supervision to subordinates, including diminished person–organization fit, counterproductive workplace behaviors, job burnout, lower job satisfaction and loyalty, and increased psychological

distress (Tepper et al., 2017). These outcomes outstandingly enhance employees' intention to quit. In addition, abusive supervision suggests negative information concerning personnel's level of value and respect in the workplace.

Moreover, abusive behaviors from supervisors communicate a negative message to employees that give rise to perceptions of isolation and unfairness in the workplace (Yang & Xu, 2023), negatively affecting their job contentment increasing their feelings of burnout. Consequently, it undermines the workforce's well-being and commitment to the organization.

Turnover intentions

Retention of talented workers is a priority for personnel departments and organizations due to the high cost of replacing employees (Mathieu et al., 2016). Voluntary employee turnover has been a significant managerial issue. Indeed, staff turnover can be detrimental to organizational performance. Therefore, it is essential to understand what factors could diminish employees' voluntary intention to leave an organization. Regularly, employees' frustration and burnout feelings when working under a rude manager could lead to separation from their agency.

Turnover intentions refer to the employees' probability of leaving their organization in the short run (Bordia et al., 2011). Moreover, job dissatisfaction initiates turnover (Hom et al., 1992). According to Lee and Mitchell (1994), turnover is a complex process in which employees evaluate their feelings, personal situation, and work environment to decide whether to stay or leave their organization.

Akgunduz and Bardakoglu (2017) assures that one of the main factors that drive individuals to quit their jobs is their lower levels of job satisfaction and organizational

commitment. They explain that the workers' determination to resign is a rational decision, that might be wrong, and it is based on their contentment with the present job, after evaluating various factors (Akgunduz & Bardakoglu, 2017).

Per Abugre and Acquah, (2022), turnover intentions are the most recognizable precursor to organizational. Employees' intentions to leave, or turnover intentions, indicate by what means workers have planned to leave their jobs or organizations. The turnover-related decision process considers information or events that could cause internal conflicts. For example, Lee and Mitchell (1994) identified these instances as shocks and defined them as events that generate information or have a meaning related to an individual's job. The authors explain that these shocks are not only negative job-related factors. To illustrate, Shocks could also be positive and neutral, job-or nonjob-related events that might provoke mental debates about turnover or intentions to stay (Lee & Mitchell, 1994).

Workers' desire to quit is one of the most negative results of abusive supervision, which may be highly expensive for businesses (Ali et al., 2022). Therefore, all organizations and Human Resources managers should focus on retaining talented employees. Factors influencing employees' intention to leave or stay include the type of job, the work environment, coworkers' support, bosses' leadership styles, and sometimes customers.

Job satisfaction

Abusive supervision has been conceived as a workplace stressor that results in employees' negative responses to their work (Wang et al., 2000). Therefore, it has an adverse effect on work motivations and attitudes, such as job satisfaction. According to

Nidadhavolu (2018), affection, continuance, and normative commitment are the factors that reinforce the scope of organizational responsibility.

The management leadership approach is significant among the elements contributing to job satisfaction. Furthermore, influential leaders who practice encouraging leadership styles can moderate or minimize organizational politics' perceptions, increasing job satisfaction (Saleem, 2015). Quite the opposite, abusive supervision leads to burnout and emotional exhaustion, causing a detriment to job satisfaction. Job satisfaction is crucial to the organization's perpetuation because it drives business success (Shaufeli. 2012).

Higher levels of workforce contentedness are associated with reduced stress, higher empowerment, increased productivity, organizational growth, increased employee motivation, and improved performance (Sledge, 2008). In addition, selecting and training employees is costly; hence, a high turnover would harm the company's finances. Therefore, management should give special attention to employees' job satisfaction to increase productivity and effectiveness.

Wicker (2011) defined job satisfaction as pride and inner fulfillment achieved when performing a specific job. Many factors contribute to job satisfaction, including wages, benefits, growth opportunities, nature of work, coworkers, and managerial approach. Should employees get the wages, benefits, growth opportunities, nature of work, coworkers, and managerial approach they want, they will most likely feel more fulfilled and stay with the organization. Likewise, their productivity and performance will likely improve. Qaiser and Abid (2022) assured that a satisfied employee is always productive and motivated.

Marilyn Gardner (2008) explained that for many workers, their gladness factors depend heavily on intangibles, such as appealing work, recognition, and involvement. She assures that employees would feel committed to an organization that offers appreciation, respect, trust, individual growth, fairness, compatible coworkers, and a sense of purpose (Gardner, 2008).

Organizational prestige

The corporate image is the stakeholders' perception of the organization and its actions. When the employees perceive organizational prestige as high, the result is a more meaningful job (Akgunduz & Bardakoglu, 2017). The authors believe that corporate reputation is directly related to the employee's level of self-respect and stems from the employee's relationship within the organization. The awareness of having a meaningful job and the increased self-respect would strengthen job satisfaction, overshadowing any negative feelings towards the organization caused by other factors, such as working under an abusive supervisor.

According to Riordan (1997), the organization's social performance (based on its reputation) directly affects the employees' behaviors and attitudes toward the company. Moreover, the intention to stay increases as employees' identification with their organization increases (Riketta, 2005), as it reinforces self-esteem and job fulfillment, regardless of the workers' abusive supervision perception. For example, Akgunduz and Bardakoglu (2017) found that employees' organizational identifications and prestige reduce the workforce's turnover intention.

Conversely, the authors believe that employees who discover that the values and goals of the organization do not comply with their targets will be willing to evaluate

alternative job opportunities (Akgunduz & Bardakoglu, 2017), thus eventually leaving the organization. Per Abugre and Acquaah (2022), organizational pride has a significant negative relationship with turnover intentions and their perceived institutional support, mainly from workmates.

Commonly, how customers, competitors, suppliers, family, and friends perceive the organization is vital for the labor force; thus, employees working in a high-prestige organization will have higher self-esteem as they think they contribute to that prestige (Akgunduz & Bardakoglu, 2017). Therefore, organizations should create institutional campaigns to reinforce their image among the public and stakeholders.

Liu et al (2013) declares that organizational identification positively influences key work attitudes and behaviors, such as job satisfaction, promoting that strong organizational identification becomes an essential concern of organizational management. Although some scholars assume that organizational prestige is similarly evocative to every member of staff across the entire workforce due to the need for self-enhancement, the authors believe that employees may not be equally sensitive to the prestige of their organizations (Liu et al, 2013).

Coworkers' support

Colleague connection refers to the relationship between workmates with no formal authority over one another (Sias, 2005). Workforce supervisors or subalterns are not under this category. Instead, coworkers' support is a crucial source of emotional and instrumental aid for employees because they better understand the workplace experience, whereas external individuals do not (Ray, 1987).

Social support received by coworkers refers to the provision and receipt of tangible and intangible goods, services, and benefits, such as encouragement and reassurance in the context of informal relationships (Hagihara et al., 1998). The authors believe that these benefits are stress-buffering resources. They explain that, depending on the types of work stressors, certain activities, for example assistance in work, fixing working circumstances, or emotional reassurance, might selectively intermingle with stressors and produce stress-buffering effects (Hagihara et al., 1998).

Without a doubt, camaraderie and peer friendships in the workplace will likely provide employees with a source of intrinsic reward, which can lessen job-related tension, improving job satisfaction and intention to stay. Furthermore, since organizational socialization can produce either positive or negative coworker relationships at the workplace, it is recommended to find out members of staff's intentions to remain or leave an organization, as the dimensions of coworker relationships differently determine these intentions.

Abugre and Acquah (2022) believed that most studies on turnover intentions have focused only on job satisfaction, organizational commitment, leader effect, stressor-hindrance and stressor effect, job attitudes, and organizational climate, mainly using correlational analysis. In contrast, few studies exist regarding the impact of coworking relationships on employees' turnover intentions. The authors assumed that when workmates support their colleague workers, employees will be less likely to think about leaving the organization, creating a more stable working environment (Abugre & Acquah, 2022).

Sias and Cahill (1998) considered the various intensities of relationships employees could engage with their coworkers and found that they range from acquaintance friends to very close or best friends. The authors explain that friends get involved in much more frequent, intimate, and open communication than acquaintances. To this end, they found that communication between coworkers became increasingly broad and personal as their friendships grew closer (Sias & Cahill, 1998).

According to Abugre and Acquah (2022), a work environment composed of members who work together as coworkers, managers, and assistants, and an effective relationship among them can stimulate a good working environment. Therefore, a positive work environment is more desirable than an adverse atmosphere if organizations are determined to strengthen their worker's commitment to stay in the organization. On the other hand, encouraging the formation and growth of workplace connections will benefit organizations by strengthening job fulfillment and synergistic teamwork. Indeed, bolstering relationships among colleagues is a work-life balance practice that would make employees feel more comfortable with their work and non-work commitments, improving their satisfaction and performance. This phenomenon is because the workforce who relate positively at work can share their personal and social experiences with their coworkers regarding the place of work policies and performance drivers (Abugre & Acquah, 2022).

Everyday experiences could develop an exclusive ability for colleagues to empathize with each other and to create close relationships, which improves employees' well-being. However, an unhealthy coworker relationship depicts the negative and harmful behaviors displayed towards colleagues and subordinates in work organizations

(Abugre & Acquaaah, 2022). Accordingly, coworker relations define the interactive connections in the form of support among workers in organizations. While positive peer relationships can encourage employee empowerment by building their skills and enhancing their self-efficacy through social networks, hostile coworker relations can fuel high levels of job dissatisfaction, withdrawal of cooperation, and increased labor turnover (Abugre & Acquaaah, 2022). Moreover, positive coworker interaction in organizations will lead to employee job satisfaction, employee commitment to workmates, and, therefore, the psychological safety of workers (Abugre & Acquaaah, 2022).

Table 1 below summarizes the constructs found in the literature and used in this study.

Table 1.

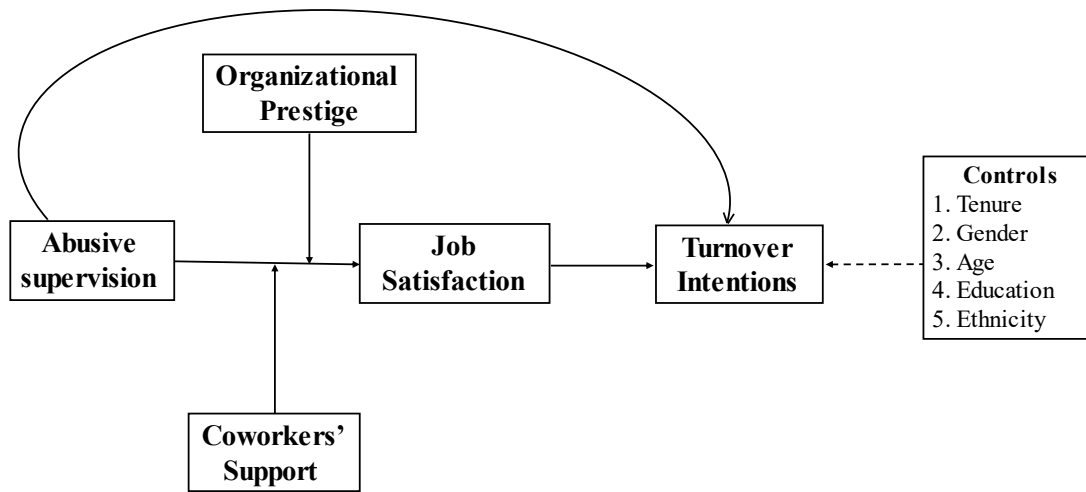
Construct Definitions Summary

CONSTRUCT	DEFINITION	SOURCE
Abusive Supervision	“Refers to the subordinates’ perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and non-verbal behaviors, excluding physical contact.”	Tepper (2000)
	“Nonphysical hostility perpetrated by employees’ immediate superiors.”	Tepper et al. (2011)
Job Satisfaction	“...how people feel about their jobs and different aspects of their work.”	Balouch & Hassan, (2014).

Turnover	“...thoughts of quitting, search intentions,	Bordia et al., 2011
Intentions	quit intentions, and, ultimately, turnover.”	
Organizational	“...refers to the degree to which an	Liu et al., 2014
Prestige	organization is well regarded.”	
Coworkers’	“...relationships between co-workers with	Sias (2005)
Support	no formal authority over one Another.”	
	“...are the most likely, and most important,	Sias (2005)
	source of emotional and instrumental	
	support for employees, primarily because	
	co-workers possess knowledge and	
	understanding about the workplace	
	experience that external sources do not.”	

Figure 1 below represents the hypothesized relationships proposed to be tested in this study.

Figure 1.
Conceptual Model



CHAPTER 3: RESEARCH MODEL AND HYPOTHESES

Abusive supervision negatively affects job satisfaction and increases employees' turnover intentions. Tepper (2002) explained that abusive supervision is associated with dissatisfaction and elevated levels of emotional distress. In addition, the adverse effect of abusive supervision on job satisfaction could be reduced by strengthening organizational prestige and promoting positive peer relationships among laborers.

Abusive Supervision

Fiaz et al. (2017) found that abusive supervision significantly and negatively influences job satisfaction. Per Ampofo and Karatepe (2022), abusive behaviors include public mockery and criticism, holding back vital information, intimidation, and rudeness. These hostile behaviors decrease employee morale, inhibit effective service delivery, and raise staff turnover (Ampofo & Karatepe, 2022). In addition, the authors consider that employees who work under supervisors constantly displaying abusive behaviors experience adverse health-related problems such as emotional exhaustion, overtiredness, melancholy, and depression (Ampofo & Karatepe, 2022).

In general, abusive actions are related to adverse consequences, such as psychological distress, reduced affective organizational commitment, and higher turnover (Martinko et al., 2013). These behaviors imply personal suffering and substantial costs (Porath & Pearson, 2010) to organizations. Park et al. (2019) asserted that abusive supervision is detrimental to an ethical work environment because it violates moral standards, perceived as unethical conduct. They suggest abusive supervision induces

subordinates' bad reactions towards their supervisors, affecting employees' commitment to the organization.

Turnover intention

Turnover intention refers to the employees' likelihood of rapidly leaving their organization (Bordia et al., 2011), their subjective probability of permanently leaving the organization soon, and their intent to search for alternative employment (Tepper et al., 2009). Repeatedly, job dissatisfaction instigates turnover (Hom et al., 1992). Lee and Mitchell (1994) explained that turnover is a complex process in which employees evaluate their feelings, personal situation, and work environment towards deciding whether to stay or leave their organizations. The staff turnover process starts with thoughts of quitting, which leads to search decisions, ultimately leading to quitting (Hom et al., 1992). Indeed, strong turnover intentions will result in actual deviance from the organization.

Affective Events Theory suggests that affective experiences at work influence overall judgments about job satisfaction and general attitudes, including employees' intention to stay (Weiss & Cropanzano, 1996). Abusive supervision influences employees' negative affect (Chen et al., 2022) and turnover intentions. Abusive supervision, which affects employees' emotions, per se, their satisfaction or dissatisfaction with their job, would lead the workforce to take a position or behavior, which could be their willingness and action to stay or quit.

Tepper (2000) examined the consequences of abusive supervision and noticed that employees who perceived their supervisors as abusive were likely to quit their jobs. When working under a rude manager, employees' frustration and burnout feelings could

lead to separation from the organization. According to Tepper et al. (2009), some victims of abusive supervision engage in deviant acts to avenge their bosses.

Likewise, Yang and Xu (2023) explained that investigating the impact of abusive workplace behaviors is essential because employee well-being has a positive relationship with organizational loyalty and commitment and can predict turnover intentions. Abusive behaviors include giving the silent treatment, being rude, undermining employees, and having explosive outbursts (Yang & Xu, 2023). Abusive supervision is theoretically the opposite of ethical leadership.

Ali et al. (2022) suggested that abusive supervision creates a perception of inequality among an organization's workers, resulting in job insecurity. Consequently, workers become less productive and receive more psychological distress and high emotional exhaustion, ultimately motivating them to leave the workplace (Ali et al., 2022). Drawing on this literature, I suggest the following hypothesis:

Hypothesis 1: Abusive supervision positively relates to turnover intentions.

Job satisfaction

Wicker (2011) defined job satisfaction as the pride and inner fulfillment achieved when performing a specific job. Tom Kempner (1979) explained that job satisfaction has been redefined by the pragmatic approach, from being just a state of worker happiness to facilitating total worker commitment, redress, and productivity over a sustained period. Per Lewaherilla et al. (2022), job satisfaction reflects employees' feelings towards their job, which can be seen from the personnel's attitude towards work and the work environment.

According to the Affective Events Theory, job satisfaction is an attitude influenced by emotions (Weiss & Cropanzano, 1996). The authors denoted that these attitudes or affective reactions result from the two-state and trait mood dimensions: Positive Affectivity (good feelings such as enthusiasm and joy) and Negative Affectivity (bad feelings such as anxiety and frustration).

Affective experiences, which include working under an abusive supervisor, influence overall judgments about job satisfaction and general attitudes (Weiss & Cropanzano, 1996) and employees' negative affect (Chen et al., 2022). Previous studies have found that abusive supervision undermines employees' work motivation and attitudes, specifically work engagement and job satisfaction (Wang et al., 2020) and that overall, it has got a negative effect on job satisfaction by leading to the workforce's destructive behavior and hence low motivation (Tepper et al., 2000).

Consistent with these findings, employees functioning under rude and inconsiderate management will likely feel demotivated. Moreover, working in an emotionally toxic environment, such as the frustration created by dealing daily with a rude supervisor, will create dissatisfaction, exhaustion, and burnout in subalterns, negatively affecting their motivation for the job. Therefore, I suggested the following hypothesis:

Hypothesis 2: Abusive supervision negatively relates to job satisfaction.

According to the Affective Events Theory, low job satisfaction drives adverse outcomes, increased absenteeism, and high turnover, as employees' emotional reactions follow the pattern of events–emotion–attitude–behavior (Chen et al., 2022). Chen et al. (2022) suggested that the Affective Events Theory explains the relationship between

affective events in the workplace, affective reactions and attitudes, and behaviors experienced by an organization's members. The authors further argue that work events provoke an individual's emotional response, affecting employees' attitudes and behaviors (Chen et al., 2022).

Abusive supervision is an event (happening) that affects employees' emotions, including their satisfaction or dissatisfaction with their job. Consequently, employees take a position or behavior, for example, to stay or to quit. Unfortunately, the damaging effects of supervisors' abusive behaviors are not limited to the targeted subordinate's professional life—they can also spill over to ruin their life satisfaction (Khan & Thayil, 2022). This phenomenon is because abusive supervision increases job tension, negatively affecting employees' well-being.

According to Weiss and Cropanzano's theory (1996), an event, such as abusive supervision, that creates negative Affectivity (job dissatisfaction) positively relates to turnover intentions, which is the resulting actions. Research also suggests that turnover is a significant organizational challenge, mainly because of the associated costs. For example, the high and expensive direct and indirect costs include recruitment, training, work disruption, and demoralization of remaining employees (Randhawa, 2007). In addition, satisfied employees tend to stay and contribute to an organization's competitive advantage and productivity, suggesting that job satisfaction may predict withdrawal decisions (Wright & Bonett, 2007).

Because workers are a crucial element to organizations, job satisfaction should also be vital as it leads to their intention to stay (Alam & Asim, 2019). Randhawa (2007) found that the correlation between job satisfaction and turnover intentions was negative

and highly significant. The author observed that the negative correlation between these two variables indicated that the higher the employees' job satisfaction, the lower their intentions to quit (Randhawa, 2007).

Therefore, I offer the following hypothesis:

Hypothesis 3: Job satisfaction negatively relates to turnover intentions.

As mentioned, researchers have argued that abusive supervision negatively affects employees' behavior, morale, and productivity (Martinko et al., 2013; Muhammad et al., 2020; Park et al., 2019; Tariq et al., 2018; Tepper, 2000). Defeatist consequences, including low job satisfaction and high turnover intention, have been related to abusive supervision, which is harmful to the organization in terms of many consequences, such as replacement cost, work disruption, and adverse effects on other employees (Wisal et al., 2016). Based on Hypotheses 2 and 3 above, job satisfaction plays an essential role in understanding the influence of abusive supervision on turnover intention. To this end, job satisfaction will potentially mediate the relationship between abusive supervision and turnover intentions. This situation is consistent with Affective Event Theory, which suggests that satisfaction mediates judgment-driven behaviors (Weiss & Cropanzano, 1996). I offer the following hypothesis:

Hypothesis 4: Job satisfaction mediates the relationship between abusive supervision and turnover intentions.

Organizational prestige

The corporate image relates to stakeholders' perceptions, considering the organization and its actions. Organizational prestige is the workforce's beliefs and perceptions about how people outside the company judge or evaluate the status and

prestige of the organization (Carmeli, 2009). Organizational prestige is just as crucial to every employee across the labor force due to the need for self-enhancement (Riketta et al., 2014).

Lewaherilla et al. (2022) defined perceived external prestige as the workforce assessment of the image of the organization where they work based on the point of view of other people who do not work in the company, such as the customers and community members. The authors believe that an optimistic company's image will lead employees to take on their responsibilities and increase their effort to become more efficient and productive (Lewaherilla et al., 2022).

Moreover, according to Riordan (1997), the organization's social performance (including its reputation) directly affects the employees' behaviors and attitudes toward the company. Likewise, employees are likely to create a sense of solidarity with their employer organization if they perceive it as prestigious (Liu et al., 2014). The organizational image is a factor that supports employees' job satisfaction (Lewaherilla et al., 2022)

Akgunduz and Bardakoglu (2017) denoted that employees within a highly prestigious organization will not have the intention to leave the organization. The authors found that organizational prestige reduces the turnover intention of the employees. According to Riordan (1997), job satisfaction is considered an essential indicator of the employee's relationship with the organization, and that job satisfaction is believed to be influenced mainly by organizational characteristics. The author considers that as organizational prestige is a perception of the organization, it directly impacts employees' job satisfaction (Riordan, 1997).

High organizational prestige leads to enhanced organizational identification and commitment among workers (Rathi, 2015), which results in greater job satisfaction and intention to stay. Consistent with this literature, I argue that organizational prestige may serve as a buffer that mitigates the harmful effects of abusive supervision and propose the following hypothesis:

***Hypothesis 5:** Organizational prestige moderates the negative relationship between abusive supervision and job satisfaction such that the negative relationship will be neutralized when organizational prestige is high than low.*

Coworkers' support

Researchers have proven that empathetic peer relationships perform essential functions in the workplace by providing emotional support, knowledge, and understanding among colleagues, which results in positive consequences for organizational functioning (Sias, 2005). Stressful and unrewarding job conditions affect workers' overall well-being. Sometimes, job demands, pressures, complexity, role overload, decision latitude, oppressive or unpleasant working conditions, and physical effort are related to psychological distress, anxiety, powerlessness, alienation, burnout, and depression (Ducharme & Martin, 2000).

Per Niu Haitao (2022), coworkers' support includes inspiring peers to use new learning venues in the workplace, identifying opportunities to apply the skills and knowledge learned in training, heartening the application of new skills, showing patience with difficulties associated with the application of new skills, and demonstrating rewards for using new skills. The authors consider that ideal coworkers accept their peers' work results and support every decision (Haitao, 2022). However, some non-supportive

coworkers sometimes create a toxic working environment, negatively affecting their colleagues.

Both tension and social support affect employees' job satisfaction. For example, it has been found that social support received by coworkers significantly contributed to the overall job satisfaction of employees (Ducharme & Martin, 2000). Ducharme et al. (2007) also argued and found that coworker support reduced employees' intent to quit directly and indirectly. Finally, Alam and Asim (2019) suggested that colleague relationships engender positive results in job satisfaction and that if the organizations assist in creating pleasant coworker relationships among workers, it can enhance job satisfaction successfully.

Chiaburu et al. (2013) asserted that harmonious relationships between coworkers and the support they get from their workmates in organizations can be a critical determinant of their attitude to work and, consequently, an orientation to their citizenship behavior. Thus, positive co-worker relations would be associated with positive organizational outcomes (Chiaburu et al., 2013). The beneficial impact of colleague backing might balance out the undesirable effect caused by employees' perception of having a rude supervisor.

Based on this body of research, coworker support will also serve as a potential buffer that neutralizes the adverse effects of abusive supervision on job satisfaction.

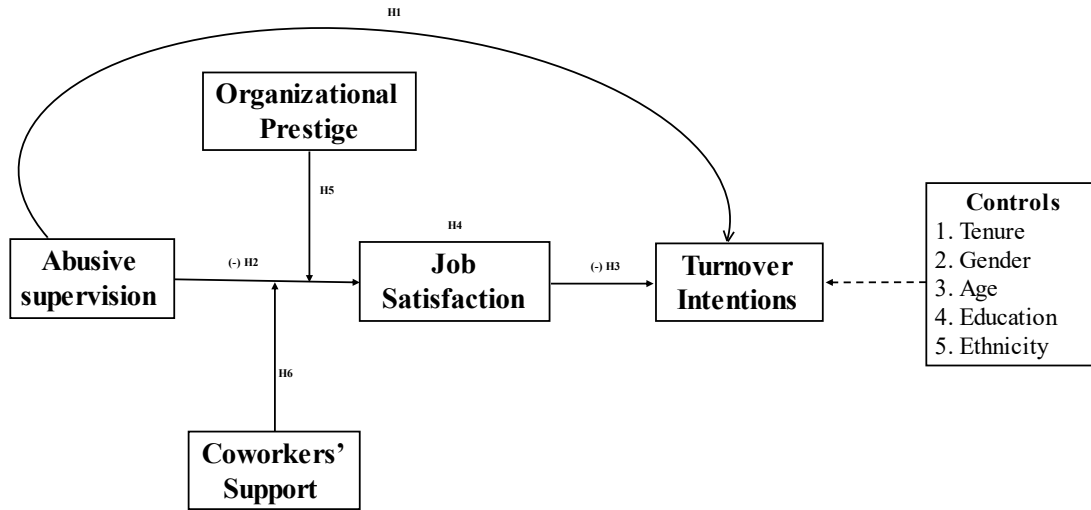
Therefore, I offer the following hypothesis:

***Hypothesis 6:** Coworkers' support moderates the negative relationship between abusive supervision and job satisfaction such that the negative relationship will be neutralized when coworkers' support is high than low.*

Figure 2 below summarizes the hypothesized relationships proposed in this study.

Figure 2.

Theoretical Model



CHAPTER 4: METHODOLOGY

Method

To conduct this study, approval from the Institutional Review Board (IRB) was required to guarantee that ethical guidelines were in place to protect the contestants' welfare. Required approval was previously obtained from the Institutional Review Board (IRB). Before executing the research, a pilot study was conducted to check for the thoroughness and clarity of the information presented in the survey. After revisions following the feedback from the pilot study, adjustments were made, and a final online survey was created using Qualtrics. The questionnaire was distributed through Mechanical Turk (MTurk) platform. The survey was also circulated through WhatsApp, LinkedIn, and Facebook groups. Data was collected within three months, between October and December 2022. Following IRB protocol, all responses were kept confidential and accessible only to the researcher.

The survey included questions and valid measures identified in previous research. SPSS Statistics, a statistical software analysis tool created by IBM, was used for this study to perform descriptive statistics and to confirm that the measurements chosen from the survey were adequate for the model. In addition, a reliability test was conducted, calculating Cronbach's alpha to confirm that the set of items for a factor was closely related as a group. The Sobel test was used to determine whether there is a mediation effect among two variables: Abusive Supervision and Turnover Intention.

Sample and Data Collection

The questionnaire consisted of 31 items anchored on a 5-point Likert scale and five demographics. All items in the survey were taken from previously published studies.

Appendix A shows the complete list of items used in this study. A total of 104 employees over 18 years of age from different organizations and industries located in Miami-Dade participated in the study. Of the 104 completed surveys, 10 participants were removed from the final data used to test the hypotheses because they did not meet the requirements. Thus, the final sample used for hypothesis testing was 94 participants. The remaining participants represent 90.38% of the responses received from the 104 responses. The survey included an informational letter (see Appendix B) to help participants understand their obligation and the purpose of the study. Ultimately, attention check questions were included in the questionnaire to minimize potential bias associated with standard method variance.

The sample comprised 44.7% (42) male respondents and 55.3% (52) female respondents. The participants ranged from 18 to 65, with most participants (35.1% or 33) between 21 and 35 years old, followed by 31.9% or 30 participants between 51 and 65 years of age. For seniority, 66% of participants (62) reported being in their current positions for less than 5 years, the shortest reported tenure. Most respondents (41.5% or 39) had a bachelor's degree, followed by a master's degree at 21.3% (20). Regarding ethnicity, 78.7% or 74 respondents were Hispanics.

Operationalization

The research design included a quantitative methodology framework incorporating a cross-sectional survey. The cross-sectional self-report methodology is customary in organizational behavior studies (Spector, 1994, 2019). The survey was divided into two main sections. In the first section of the survey, respondents were asked to answer the research constructs' questions. The second part of the survey collected the

respondents' demographic information. This cross-sectional design survey consisted of a 5-point Likert scale for agreement questions from strongly disagree (1) to strongly agree (5).

Measures

The survey started with the research constructs' questions, ending with the demographic questions, used to measure control items. The survey consisted of seven sections measuring one independent variable, two moderating variables, one mediating variable, and two dependent variables. The questionnaire used existing measures from past research.

Independent Variables

Abusive supervision was measured using a 10-item scale, validated by Tepper (2000), anchored on a 5-point Likert scale format ranging from 1 (strongly disagree) to 5 (strongly agree). This scale measures the employees' perception of whether their supervisor presents abusive behaviors.

Dependent Variable

Turnover intention was measured using a 4-item scale validated by Bluedorn (1982). This scale was anchored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale measures the employees' determination to stay or leave their current employer.

Mediating Variable

Job satisfaction is both a dependent variable and a mediator variable and was measured using an 8-item scale validated by Brayfield & Rothe (1951). This scale was anchored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly

agree). This scale measures the extent to which workers are fulfilled with their current employment.

Moderating Variables

Organizational prestige was measured using a 6-item scale, validated by Riordan et al. (1997). This scale was anchored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale measures workers' perception of their firms' image.

Coworkers' support, a moderator variable, was measured using a 3-item scale validated by Hagihara et al. (1998). This scale was anchored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale measures employees' feelings regarding the support they receive from their peers.

Control Variables

The survey included five questions capturing the demographic characteristics of participants, including tenure, gender, age, education, and ethnicity as control variables. Appendix A shows Table A with measurement items organized by construct, factor, and source.

This research focused on the sales force's perception, using the salespeople as the unit of observation measurement. The Statistical Package for Social Science (SPSS) was used to perform descriptive statistics and test normality.

CHAPTER 5: RESULTS

After the data was reviewed and cleaned, the total sample size was reduced to 94 participants. SPSS v.28 was utilized through frequency analysis to obtain descriptive statistics.

Descriptive Statistics and Test of Normality

Descriptive statistics were conducted for each variable, including the mean and standard deviation. The results for descriptive statistics illustrated in Table 2 show the mean and standard deviation for all variables. The standard deviations show that the data points are close to the mean, suggesting a normal distribution.

Table 2.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Abusive	94	1.00	5.00	2.4830	1.08376
Supervision					
Job	94	1.00	4.88	3.2327	0.78494
Satisfaction					
Turnover	94	1.00	5.00	2.8652	1.21059
Intention					
Organizational	94	1.33	5.00	3.9078	0.68331
Prestige					
Coworkers'	94	1.00	5.00	3.7376	0.82938
Support					

Furthermore, a normality test was also conducted to examine the data distribution. A normal distribution is needed for adequate statistical tests with collected data (Simsek & Gurler, 2019). Kolmogorov - Smirnov and the Shapiro – Wilk tests were used to confirm the data distribution. These are two tests that reveal if the data is normally distributed. While some studies refer to one or the other, most prefer the Shapiro -Wilk test due to its reliability and power (Razali & Wah, 2011). Thode (2002) agreed with Razali and Wah (2021) that Shapiro -Wilk test is more reliable and robust and recommended its use in every practice. Other researchers such as Thode, argued that Kolmogorov – Smirnov test has low power and should not be seriously taken into consideration when testing for normality. Therefore, only the Shapiro – Wilk test was considered.

The results show significance levels ($p < 0.05$) for all variables, indicating that the data deviates from a normal distribution. The null hypothesis can be rejected when variables are not normally distributed or $p \leq 0.05$. However, the Q-Q plots for all variables show that data distribution approximates normality, for the data appears as roughly a straight line. The results of the normality test are shown in Table 3. Histograms, Q-Q plots, and Boxplots of the data distribution are shown in Appendix D.

Table 3.***Test of Normality***

Variable	Shapiro-Wilk		
	Statistic	df	Sig.
Abusive Supervision	0.949	94	0.001
Job Satisfaction	0.966	94	0.016
Turnover Intention	0.936	94	0.000
Organizational Prestige	0.931	94	0.000
Coworkers' Support	0.936	94	0.000

Reliability

The reliability of each scale has been assessed using Cronbach's alpha coefficient. Adequate internal reliabilities were confirmed through coefficients alphas. All five factors had high reliability, with Cronbach alphas $>.82$, which is a substantial value as it shows a high factor internal consistency: α values of 0.7 to 0.8 are satisfactory, whereas over 0.90 are desirable (Bland & Altman, 1997). The results of the reliability analyses using Cronbach's alpha for each variable were as follows: *abusive supervision* =.952, *job satisfaction* =.840, *turnover intention* =.954, *operational prestige* =.880, and *coworkers' support* =.829. The Cronbach's alpha coefficients for each variable are reported in Table 4.

Table 4.

Reliability Statistics

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Abusive Supervision	0.952	0.952	10
Job Satisfaction	0.840	0.845	8
Turnover Intention	0.954	0.953	4
Organizational Prestige	0.880	0.887	6
Coworkers' Support	0.829	0.833	3

Correlations

A Pearson's correlation coefficient assessment was performed to evaluate the relationship among the variables. According to Hinkle et al. (2003), values between .90 and 1.0 denote a very high correlation; from .70 to .90, a high relationship; between .50 to .70, a moderate connection; from .30 to .50 suggests a low link, whereas values under .30 indicate a negligible correlation. A negative correlation suggests that the variables move in opposite directions, meaning that one of the variables increases while the other decreases or vice versa. Consequently, there is a moderate invert correlation between abusive supervision and job satisfaction ($= -.656$) and between job satisfaction and turnover intention ($= -.642$), meaning that with a higher perception of Abusive Supervision, there is lower job satisfaction, and with a higher job satisfaction there is a lower turnover intention. Furthermore, there is a more subordinate relationship between abusive supervision and turnover intention ($= .457$), among organizational prestige and coworkers' support ($= .430$), between job satisfaction and organizational prestige ($= .423$), and a negative correlation among turnover intention and organizational prestige ($= -.386$). The correlations between the scales in this study are shown in Table 5.

Table 5. Variables Correlations

		1	2	3	4	5	
1	Abusive Supervision	Pearson Correlation	1	-.656**	.457**	-0.165	-0.112
		Sig. (2-tailed)		0.000	0.000	0.111	0.283
		N	94	94	94	94	94
2	Job Satisfaction	Pearson Correlation	-.656**	1	-.642**	.423**	.231*
		Sig. (2-tailed)	0.000		0.000	0.000	0.025
		N	94	94	94	94	94
3	Turnover Intention	Pearson Correlation	.457**	-.642**	1	-.386**	-.245*
		Sig. (2-tailed)	0.000	0.000		0.000	0.017
		N	94	94	94	94	94
4	Organizational Prestige	Pearson Correlation	-0.165	.423**	-.386**	1	.430**
		Sig. (2-tailed)	0.111	0.000	0.000		0.000
		N	94	94	94	94	94
5	Coworkers' Support	Pearson Correlation	-0.112	.231*	-.245*	.430**	1
		Sig. (2-tailed)	0.283	0.025	0.017	0.000	
		N	94	94	94	94	94

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis

Regression analyses were completed using SPSS 28 to test whether the independent, mediating, and moderating variables have the suggested influence on the dependent variable. Accordingly, a hierarchical linear regression analysis was conducted to examine the relationship between abusive supervision and turnover intention (Model 1), abusive supervision and job satisfaction (Model 2), and job satisfaction and turnover intention (Model 3). Likewise, a multiple regression analysis was performed to study the mediating effect of job satisfaction in the relationship between abusive supervision and turnover intention (Models 4.1 and 4.2), as well as the moderating interaction between abusive supervision and job satisfaction with organizational prestige (Model 5) and coworkers' support (Model 6) as predictors along with abusive supervision. Mean-centered predictors were used to report all results. Model summary is listed in Table 6.

Table 6.***Model Summary***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.457 ^a	0.209	0.200	1.08249	0.209	24.312	1	92	0.000
a. Predictors: (Constant), Abusive Supervision									
b. Dependent Variable: Turnover Intention									
2	.656 ^a	0.430	0.424	0.59594	0.430	69.341	1	92	0.000
a. Predictors: (Constant), Abusive Supervision									
b. Dependent Variable: Job Satisfaction									
3	.642 ^a	0.413	0.406	0.93289	0.413	64.606	1	92	0.000
a. Predictors: (Constant), Job Satisfaction									
b. Dependent Variable: Turnover Intention									
4.1	.457 ^a	0.209	0.200	1.08249	0.209	24.312	1	92	0.000
4.2	.644 ^b	0.415	0.402	0.93618	0.002	0.356	1	91	0.552
a. Predictors: (Constant), Abusive Supervision									
b. Predictors: (Constant), Job Satisfaction, Abusive Supervision									
c. Dependent Variable: Turnover Intention									
5	.661 ^a	0.437	0.425	0.59514	0.437	35.388	2	91	0.000
a. Predictors: (Constant), int_Abusive Supervision_Organizational Prestige, Abusive Supervision									
b. Dependent Variable: Job Satisfaction									
6	.672 ^a	0.452	0.439	0.58767	0.452	37.458	2	91	0.000
a. Predictors: (Constant), int_Abusive Supervision_Coworkers' Support, Abusive Supervision									
b. Dependent Variable: Job Satisfaction									

Hypothesis 1 predicts a positive relationship between abusive supervision and turnover intention. The model was significant [$F(1,92) = 24.312, p < .001$] and explained 20.9% of the variance in turnover intention. These results support the positive relationship between abusive supervision and turnover intention, as predicted in H1. Of interest to H1, the unstandardized coefficient for abusive supervision was .511, and this coefficient is significant [$t = 4.931; p = .000$], indicating that each unit increase in abusive supervision perception leads to an increase of .511 units in turnover intention, in the same positive direction as predicted in the research model. Therefore, H1 is supported. The null was rejected.

Hypothesis 2 predicts a negative relationship between abusive supervision and job satisfaction. The model was significant [$F(1,92) = 69.341, p < .001$] and explained 43% of the variance in job satisfaction. These results support the negative relationship between abusive supervision and job satisfaction, as predicted in H2. Of interest to H2, the unstandardized coefficient for abusive supervision was -.475, and this coefficient is significant [$t = -8.327; p = .000$], indicating that each unit increase in abusive supervision perception leads to a decrease of .475 units in job satisfaction, in the same negative direction as predicted in the research model. Consequently, H2 is supported. The null was rejected.

Hypothesis 3 predicts a negative relationship between job satisfaction and turnover intention. The model was significant [$F(1,92) = 64.606, p < .001$] and explained 41.3% of the variance in turnover intention. These results support the negative relationship between job satisfaction and turnover intention, as predicted in H3. Of interest to H3, the unstandardized coefficient for job satisfaction was -.991, and this

coefficient is significant [$t = -8.038$; $p = .000$], indicating that each unit increase in job satisfaction perception leads to a decrease of .991 units in turnover intention, in the same negative direction as predicted in the research model. Hence, H3 is supported. The null was rejected.

Hypothesis 4 predicts that job satisfaction mediates the relationship between abusive supervision and turnover intention. A multiple regression analysis was conducted to examine the mediating effect of job satisfaction on the relationship between abusive supervision as a predictor and turnover intention as the outcome. Two models were obtained: Model 4.1 examined the relationship between abusive supervision and turnover intention. The model was significant [$F(1,92) = 24.312$, $p < .001$] and explained 20.9% of the variance in turnover intention. The unstandardized coefficient for abusive supervision was .511, which is significant [$t = 4.931$; $p = .000$], indicating that each unit increase in abusive supervision perception leads to an increase of .511 units in turnover intention. Model 4.2 illustrates that job satisfaction mediates the relationship between abusive supervision, as a predictor, and turnover intention, as the outcome. Model 4.2 is significant [$F(1,92) = 32.255$, $p < .001$] and explains 41.5% of the variance in turnover intention. The unstandardized coefficient for job satisfaction was -.927, which is significant [$t = -5.657$; $p = .000$], indicating that each unit increase in job satisfaction leads to a decrease of .927 units in turnover intention.

The Sobel test was used to corroborate the indirect effect of statistical significance. The unstandardized coefficients beta and standard errors were inputted into the Sobel application for testing as follows: Path A: abusive supervision as the predictor and job satisfaction as the outcome (-.475, .057); Path B: job satisfaction as the predictor

and turnover intention as the outcome (-.927,.164). The indirect effect analysis results for Abusive Supervision (X)→ Job Satisfaction (M)→ Turnover Intention (Y) were as follows: test statistic: 4.67786212, standard error: .09412954, and p-value: .0000029. As the p-value is less than 0.05, it can be concluded that the indirect relationship between abusive supervision and turnover intention via job satisfaction is statistically significant (p-value \leq .05). Thus, H4 is supported. The null was rejected.

Hypothesis 5 predicts that organizational prestige moderates the relationship between abusive supervision and job satisfaction. The model was significant [F (2,91) = 35.388, p < .001] and explained 43.7% of the variance in job satisfaction. Because the p-value is \leq .05, the relationship between the interaction (int_Abusive Supervision_Organizational Prestige) and job satisfaction is significant. Of interest to H5, the unstandardized coefficient for abusive supervision was .076. This coefficient is not significant [t = 1.117; p = .267], indicating that each unit increase in abusive supervision perception influenced by organizational prestige leads to an increase of only .076 units in job satisfaction.

A moderator analysis using Andrew F. Hayes Process Macro was further conducted to test the role of organizational prestige as a moderator in the relationship between abusive supervision and job satisfaction. Results indicate that the p-value is .6065. Therefore, H5 is not supported. The null was not rejected. The conditional effects of the independent variable abusive supervision at the moderator organizational prestige values are significant (p-value \leq .05) at levels -.6833, .00000, and .6833.

Hypothesis 6 predicts that coworkers' support moderates the relationship between abusive supervision and job satisfaction. The model was significant [F (2,91) = 37.458, p

< .001] and explained 45.2% of the variance in job satisfaction. Because the p-value is \leq .05, the relationship between the interaction (int_Abusive Supervision_Coworkers' Support) and job satisfaction is significant. Of interest to H6, the unstandardized coefficient for abusive supervision was .094. This coefficient is not significant [$t = 1.9$; $p = .061$], indicating that each unit increase in abusive supervision perception prompted by coworkers' support leads to an increase of only .094 units in job satisfaction. The null was not rejected.

A moderator analysis using Andrew F. Hayes Process Macro was further conducted to test the role of coworkers' support as a moderator in the relationship between abusive supervision and job satisfaction. Results indicate that the p-value is .2766. Therefore, H6 is not supported. The conditional effects of the independent variable abusive supervision at the moderator coworkers' support values are significant (p-value \leq .05) at levels -.8294, .00000, and .8294.

Table 7.

Hypotheses Result

Hypotheses	Result
<i>H1</i> : Abusive supervision positively relates to turnover intentions. The null was rejected.	Supported
<i>H2</i> : Abusive supervision negatively relates to job satisfaction. The null was rejected.	Supported
<i>H3</i> : Job satisfaction negatively relates to turnover intentions. The null was rejected.	Supported
<i>H4</i> : Job satisfaction mediates the relationship between abusive supervision and turnover intentions. The null was rejected.	Supported
<i>H5</i> : Organizational prestige moderates the negative relationship between abusive supervision and job satisfaction such that the negative relationship will be neutralized when organizational prestige is high than low. The null was not rejected.	Not Supported
<i>H6</i> : Coworkers' support moderates the negative relationship between abusive supervision and job satisfaction such that the negative relationship will	Not Supported

be neutralized when coworkers' support is high
than low. The null was not rejected.

Table 8.***Analysis of Variance***

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.489	1	28.489	24.312	<.001 ^b
	Residual	107.804	92	1.172		
	Total	136.293	93			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Abusive Supervision

2	Regression	24.626	1	24.626	69.341	<.001 ^b
	Residual	32.674	92	0.355		
	Total	57.300	93			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Abusive Supervision

3	Regression	56.226	1	56.226	64.606	<.001 ^b
	Residual	80.067	92	0.870		
	Total	136.293	93			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Job Satisfaction

4.1	Regression	28.489	1	28.489	24.312	<.001 ^b
	Residual	107.804	92	1.172		
	Total	136.293	93			

4.2 Regression 56.538 2 28.269 32.255 <.001^c

Residual 79.755 91 0.876

Total 136.293 93

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Abusive Supervision

c. Predictors: (Constant), Job Satisfaction, Abusive Supervision

5	Regression	25.068	2	12.534	35.388	<.001 ^b
	Residual	32.232	91	0.354		
	Total	57.300	93			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), int_Abusive Supervision_Organizational Prestige, Abusive Supervision

6	Regression	25.873	2	12.936	37.458	<.001 ^b
	Residual	31.427	91	0.345		
	Total	57.300	93			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), int_Abusive Supervision_Coworkers' Support, Abusive Supervision

Table 9.***Regression Coefficients***

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	SE	Beta				
1	(Constant)	1.597	0.280		5.697	0.000		
	Abusive Supervision	0.511	0.104	0.457	4.931	0.000	1.000	1.000
a. Dependent Variable: Turnover Intention								
2	(Constant)	4.412	0.154		28.583	0.000		
	Abusive Supervision	-0.475	0.057	-0.656	-8.327	0.000	1.000	1.000
a. Dependent Variable: Job Satisfaction								
3	(Constant)	6.068	0.410		14.804	0.000		
	Job Satisfaction	-0.991	0.123	-0.642	-8.038	0.000	1.000	1.000
a. Dependent Variable: Turnover Intention								
4.1	(Constant)	6.068	0.410		14.804	0.000		
	Abusive Supervision	-0.475	0.057	-0.656	-8.327	0.000	1.000	1.000
4.2	(Constant)	5.685	0.762		7.459	0.000		
	Job Satisfaction	-0.927	0.164	-0.601	-5.657	0.000	0.570	1.754
	Abusive Supervision	0.071	0.119	0.063	0.597	0.552	0.570	1.754
a. Dependent Variable: Turnover Intention								
5	(Constant)	4.434	0.155		28.531	0.000		
	Abusive Supervision	-0.479	0.057	-0.661	-8.391	0.000	0.996	1.004

int_Abusive	0.076	0.068	0.088	1.117	0.267	0.996	1.004
Supervision_							
Organizational							
Prestige							

a. Dependent Variable: Job Satisfaction

6	(Constant)	4.463	0.155		28.873	0.000		
	Abusive	-0.491	0.057	-0.678	-8.635	0.000	0.977	1.024
	Supervision							
	int_Abusive	0.094	0.049	0.149	1.900	0.061	0.977	1.024
	Supervision_							
	Coworkers'							
	Support							

a. Dependent Variable: Job Satisfaction

CHAPTER 6: DISCUSSION

Much research has been done on abusive supervision and job satisfaction. The purpose of this study was to understand the relationship between abusive supervision and turnover intentions in corporate salesforce in Miami-Dade and to investigate the influences of employees' job satisfaction, organizational prestige, and coworkers' support as a positive alternative to strengthening job satisfaction in the presence of abusive supervision as employees' perception.

The results of the SPSS analysis showed that abusive supervision was positively related to turnover intention and negatively related to job satisfaction. Both had a p-value less than .001. Likewise, job satisfaction was negatively associated with turnover intention ($p = 000$). Based on the multiple regression analysis, the mediation evaluation revealed that job satisfaction fully mediated the relationship between abusive supervision and turnover intention.

Contrary to the expectation that there would be a moderating effect of organizational prestige and coworkers' support in the relationship between abusive supervision and job satisfaction, results showed no significant relationship between these variables when organizational prestige and coworkers' support act as moderators. ($p=.267$ and $.061$, respectively).

These unexpected results may possibly be a function of sample size and participants who participated in the study. Our sample was relatively small ($N=94$) and 80% of the respondents were Hispanics. Being immigrants and the overwhelming expectations, it might be that Hispanics are more focused on the job and on providing for their families, than caring about how they are treated by their immediate supervisor

(abusive or otherwise) or the organization's prestige. Future research should seek a larger sample size distributed across different industries and a culturally diverse population to extend current findings. Theoretical and practical implications are discussed below.

Theoretical Implications

First, this study focused on how job satisfaction and turnover intention are related to abusive supervision through the influence of organizational prestige and coworkers' support. This analysis found that abusive supervision was positively associated with turnover intention and negatively related to job satisfaction, as expected. The research also found that job satisfaction fully mediates the relationship between abusive supervision and turnover intention.

These results suggest that employees' abusive supervision perception is an essential factor in predicting employees' levels of job satisfaction and, consequently, turnover intention. The research further indicates that strengthening employees' job satisfaction would alleviate workers' turnover intention when they are affected by their perception of having an abusive supervisor.

The fact that moderating exploration implies that the presence of organizational prestige and coworkers' support does not lessen the negative relationship between abusive supervision and job satisfaction is theoretically influential. The findings indicate that future studies may need additional factors to account for a potential altering effect on the negative relationship between abusive supervision and job satisfaction. Potential moderators could include creating a culture of transparency, boosting employee

recognition efforts, and providing adequate training and career development opportunities, among other enticements.

For example, employers should deepen on strengthening work-life balance practices as a springboard for the personal growth of the worker as well as for the business growth of the organization (Shanker & Kaushal, 2022). Per Shanker and Kaushal (2022), policies promoting work-life balance might reduce workers' stress levels, absenteeism, and attrition rates.

Finally, the adverse effects of employees' abusive supervision perception are highly discussed and researched. This occurrence is due to its dreadful association with job satisfaction and turnover intention. Due to its relevance, many researchers have explored the antecedents to workers' contentment and plans to resign.

This research widens the understanding of job satisfaction as a ruler to reduce turnover intention when employees perceive having an abusive supervisor. The findings of this research confirm that there is a lower turnover intention at a higher level of job satisfaction, despite harsh supervision perception. Therefore, human resources managers and senior authorities should be cautious of the impact that workforce demotivation may cause at an individual level to avoid unwanted circumstances.

Practical Implications

The findings of this dissertation have significant feasible repercussions for managers and their respective organizations. Results from this study suggest that job satisfaction is vital to reduce employees' turnover intention. More specifically, the discoveries indicate that organizations should invest in training programs for managers to improve their leadership skills to reduce abusive supervision perception among

subordinates. The results of such potential training programs will likely lead to more educated supervisors avoiding abusive practices, unfair treatment, and rudeness to their staff.

This study highlights that sales managers should create adequate performance management systems and arrange development and training programs for managers and subordinates to make them feel that their mental health and well-being are essential to their employers (Humayun et al., (2022)). Hence, the results devised from this research should serve as a roadmap for managers, human resources professionals, and policymakers to formulate strategies and practices focused on reducing withdrawal intentions in this competitive environment.

Similarly, managers should facilitate possibilities for employees' growth and provide conditions where employees have the power to make decisions and are encouraged to voice opinions and provide impute on work-related matters as a strategy to reinforce their employment fulfillment. Moreover, to help the workforce endure employment difficulties, supervisors ought to provide support, training, flexible work arrangements, and career advancement opportunities.

Study Limitations

The main limitation of this study is the relatively small sample size (N=94) due to resource and time restrictions. It took a lot of work to get respondents, most likely because it was limited to salespeople in Miami-Dade County with more than one year of experience, as well as the time limitation. Initially, the research was intended to be completed through the Mechanical Turk (MTurk) platform only. However, after 2 months, only eight respondents were obtained by this venue; therefore, it was expanded

to other groups such as WhatsApp, LinkedIn, and Facebook. Perhaps, if the researcher had no time limitation, such as a dissertation's deadline, it might possibly obtain a bigger sample size, and therefore, a more comprehensive result.

For future research, expanding it to other counties is recommended to obtain a higher response rate or recruiting respondents from different areas besides sales departments. Moreover, since the data was collected from salespeople from Miami-Dade only, it cannot be generalized to the entire sales area and other sectors of the economy. Replicating the findings from different industries and states will improve the external validity of the constructs.

A second limitation is that this cross-sectional, observational study was collected as a snapshot, which could raise questions about the direction of causality. Cross-sectional studies take place at a single point in time, and they do not involve manipulating variables and allow researchers to observe various characteristics simultaneously. Indeed, this research evaluated people of different genders, ages, ethnicities, educational levels, and job tenures.

A third limitation is that other factors likely influenced job satisfaction and turnover intentions that this investigation did not consider. Therefore, it is advised that future studies evaluate other independent variables on these dependent variables. For example, deepen scrutiny of workers' work-life balance practices that positively affect job satisfaction. Indeed, studies have shown that workers with work-life balance has a higher level of job satisfaction and perform much better in their jobs (Shanker & Kaushal, 2022), thus reducing their intention to leave, which prevents the organization from incurring incur additional expenses.

Finally, although this research used previously validated measures to address possible threats to validity, it is not free of potential systematic effects and biases. The researcher recorded information about the subjects without manipulating the study environment. This cross-sectional, observational study allowed us to examine multiple outcomes and exposures at a point in time. All hypotheses were offered based on well-pronounced theories and existing literature; longitudinal data gathering, or an experimental design may assist in providing more rigorous evidence for causal relationships. Future investigators could study the results longitudinally to verify whether the benefits or downsizing of job satisfaction endure or change over time.

Conclusion

Salespeople's job satisfaction and intention to stay are essential for businesses, especially when organizations face workforce scarcity. Many companies focus on pleasing their sales representatives, the motor of business success. Various incentives, including paid vacation packages, substantial bonuses, and attractive prizes, are only sometimes enough to motivate the salesforce when they feel drained and exhausted due to a perception of having an abusive boss. At times, emotional considerations, such as encouraging enthusiastic coworkers' interactions and assistance, could increase job satisfaction and, thus, reduce turnover. For example, Gardner (2008) explained that for many workers, their gladness factors depend heavily on intangibles, such as fascinating work, recognition, and involvement. She assures that employees would feel committed to an organization that offers appreciation, respect, trust, individual growth, fairness, compatible coworkers, and a sense of purpose (Gardner 2008).

According to Wu et al. (2009), abusive supervision is a subjective perception of personnel. Therefore, several workers may have different assessments of their managers' behavior to the extent that what some employees may perceive as hostile, others might consider to be acceptable behavior. Wu et al. indicated that managers' abusive supervisions are negative attitudes and behaviors toward employees that cause discomfort to the workers. Tepper (2000) asserted that employees who perceived their supervisors as abusive were more likely to quit their jobs. Moreover, for those who remained with their jobs, abusive supervision was related to lower job satisfaction and psychological distress (Tepper, 2000). Based on these disastrous consequences, it is not surprising that

researchers have been attempting to understand better how abusive supervision affects employees and their work outcomes (Wang et al., 2022).

This present investigation intended to identify how and when abusive supervision relates to employee turnover intentions and to examine the moderating effects of organizational prestige and coworkers' support on the relationship between abusive supervision and turnover intention, with job satisfaction as a potential mediator, in the corporate salesforce in Miami-Dade. Moreover, the primary objective of this study was to provide researchers and organizations with complementary tools to lessen the negative effect caused by their salesforce abusive supervision perceptions.

The findings of this research confirmed that job satisfaction is vital to reduce employees' turnover intention, despite abusive supervision perception. The results revealed that abusive supervision is positively related to turnover intention and negatively related to job satisfaction. Likewise, job satisfaction is negatively associated with turnover intention. The mediation analysis revealed that job satisfaction fully mediates the relationship between abusive supervision and turnover intention. Contrary to the premise that there would be a moderating effect of organizational prestige and coworkers' support in the relationship between abusive supervision and job satisfaction, outcomes showed no significant relationship between these variables when organizational prestige and coworkers' support act as moderators.

The researcher recommends that future research builds on these findings by exploring additional independent variables, mediators, and moderators. In the meantime, managers must create opportunities for employees' growth and provide an environment where employees have the power to make decisions, in which they are encouraged to

voice opinions and provide input on work-related matters as a strategy to reinforce their employment fulfillment.

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APPENDIX A

Table A
Measurement Items

Construct: Abusive Supervision - Source: Tepper (2000)

Scale: 1 = strongly disagree; 5 = strongly agree

Prompt: Please indicate your perception regarding the statements below: "My boss..."

Factor	Question
AS1	Puts me down in front of others.
AS2	Invades my privacy.
AS3	Reminds me of my past mistakes and failures.
AS4	Doesn't give me credit for jobs requiring a lot of effort.
AS5	Expresses anger at me when he/she is mad for another reason.
AS6	Blames me to save himself/herself embarrassment.
AS7	Breaks promises he/she makes
AS8	Makes negative comments about me to others.
AS9	Is rude to me
AS10	Lies to me.

Construct: Job satisfaction - Source: Brayfield & Rothe (1951)

Scale: 1 = strongly disagree; 5 = strongly agree

Prompt: Please indicate the degree to which you agree to the following statements related to how you feel about your present job:

Factor	Question
--------	----------

JS1	My job is like a hobby to me.
JS2	I feel fairly well satisfied with my present job
JS3	I enjoy my work more than my leisure time.
JS4	Most of the time I have to force myself to go to work.
JS5	Each day of work seems like it will never end.
JS6	I am often bored with my job.
JS7	Most days I am enthusiastic about my work
JS8	I am disappointed that I ever took this job.

Construct: Turnover intention - Source: Bluedorn (1982)

Scale: 1 = strongly disagree; 5 = strongly agree

Prompt: Please indicate the degree to which you agree to the following statements regarding to your intention to leave your current organization:

Factor	Question
--------	----------

TI1	I often think about quitting.
TI2	It is likely that I will actively look for a new job next year.
TI3	I will probably look for a new job in the next year.
TI4	I often think of changing my job.

Construct: Organizational prestige - Source: Riordan et al. (1997).

Scale: 1 = strongly disagree; 5 = strongly agree

Prompt: Please indicate the degree to which you agree to the following statements related to how you and other see the organization where you currently work:

Factor	Question
--------	----------

OP1	Generally, I think Company X has a good reputation in the community.
OP2	Generally, I think Company X has a good reputation in the industry.
OP3	Generally, I think Company X is actively involved in the community.
OP4	Generally, I think Company X has a good overall image.
OP5	Generally, I think Company X is known as a good place to work
OP6	Generally, I think Company X has a good reputation among its customers

Construct: Coworkers' support - Source: Hagihara et al. (1998)

Scale: 1 = strongly disagree; 5= strongly agree

Prompt: Please indicate the degree to which you agree to the following statements concerning your coworkers

Factor	Question
--------	----------

CS1	They are concerned about me.
CS2	They are friendly.
CS3	They are supportive of my job.

Demographics

Scale: option

Prompt: Select the option that describes your company and yourself best

Factor	Question
--------	----------

DEM1	Tenure: (1-5; 6-10; 11-15; 16-20; >21)
DEM2	Gender: (M, F, O)
DEM3	Age: (< 21, 21-35,36-50, >51)

DEM4 Highest level of education (High School, Associate Degree, Bachelor's Degree, Master's Degree, Doctoral Degree)

DEM5 Ethnicity: (White American, Black American, Asian, Hispanic, or Latino, Other)

APPENDIX B

Informational Letter

Greetings! My name is Clara Arango, a doctoral candidate at Florida International University's Chapman Graduate School of Business. You have been chosen at random to be in a research study about Abusive Supervision and Job Satisfaction. Results will help provide insights about mediators that reduce the negative effects of abusive supervision. If you decide to be in this study, you will be one of the 110 participants in this research. Participation in this study will take less than 10 minutes of your time.

If you agree to be in the study, I will ask you to do the following things:

1. Answer 10 questions responding to a 5-point Likert scale ranging from 1 = "I cannot remember my boss ever using this behavior with me" to 5 = "My boss uses this behavior very often with me", for each statement.
2. Answer all the 21 questions responding to "which extent you agree or disagree with" for each statement.
3. Answer 5 demographic questions about yourself.

There are no foreseeable risks to you for participating in this study, other than the possible discomfort associated with answering survey. It is expected that this study will benefit society by providing insights and information used for better organizational procedures and processes. Your answers are confidential.

If you have questions for one of the researchers conducting this study, you may contact Clara Arango by email at caran044@fiu.edu. If you would like to talk with someone about your rights of being a subject in this research study or about ethical issues with this research study, you may contact the FIU Office of Research Integrity by phone at 305-348-2494 or by email at ori@fiu.edu.

Your participation in this research is voluntary, and you will not be penalized or lose any benefits if you refuse to participate or decide to stop. You may keep a copy of this form for your records. Do you want to continue with the survey?

APPENDIX C

MTurk Requester Advertisement

Survey Link Instructions

We are conducting an academic survey about abusive supervision in organizations and its consequences. Results will provide insights into organizational awareness of how and when abusive supervision relates to employee turnover intentions. Please select the link below to complete the survey. At the end of the survey, you will receive a code to paste into the box below to receive credit for taking this survey.

Make sure to leave this window open as you complete the survey. When you are finished, you will return to this page to paste the code into the box.

Template note for Requesters - To verify that Workers complete their survey, require each Worker to enter a unique survey completion code to your HIT. Consult with your survey service provider on how to generate this code at the end of your survey.

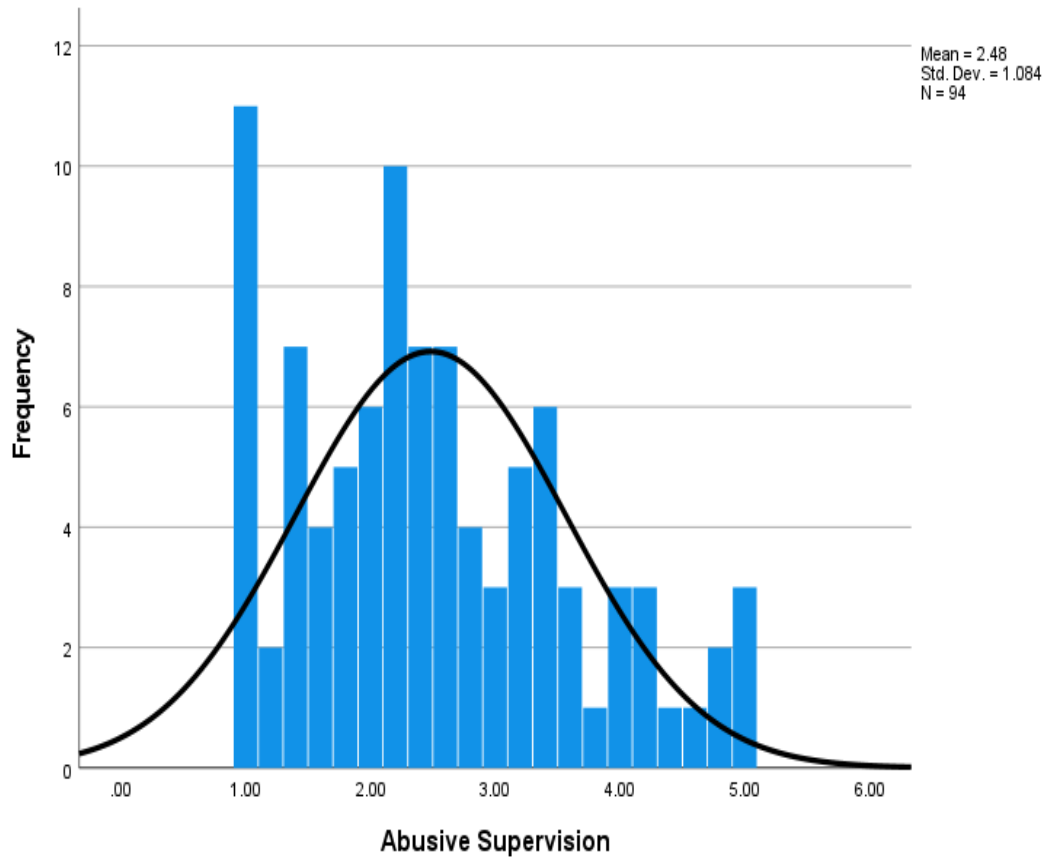
Survey link:

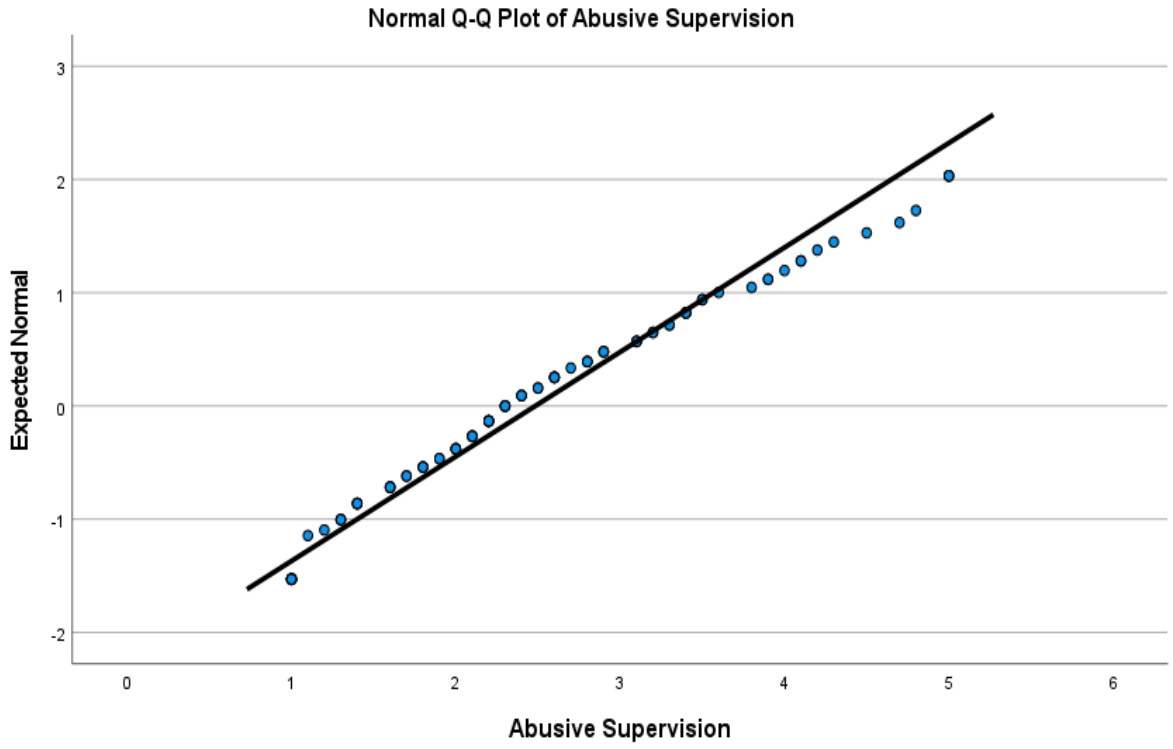
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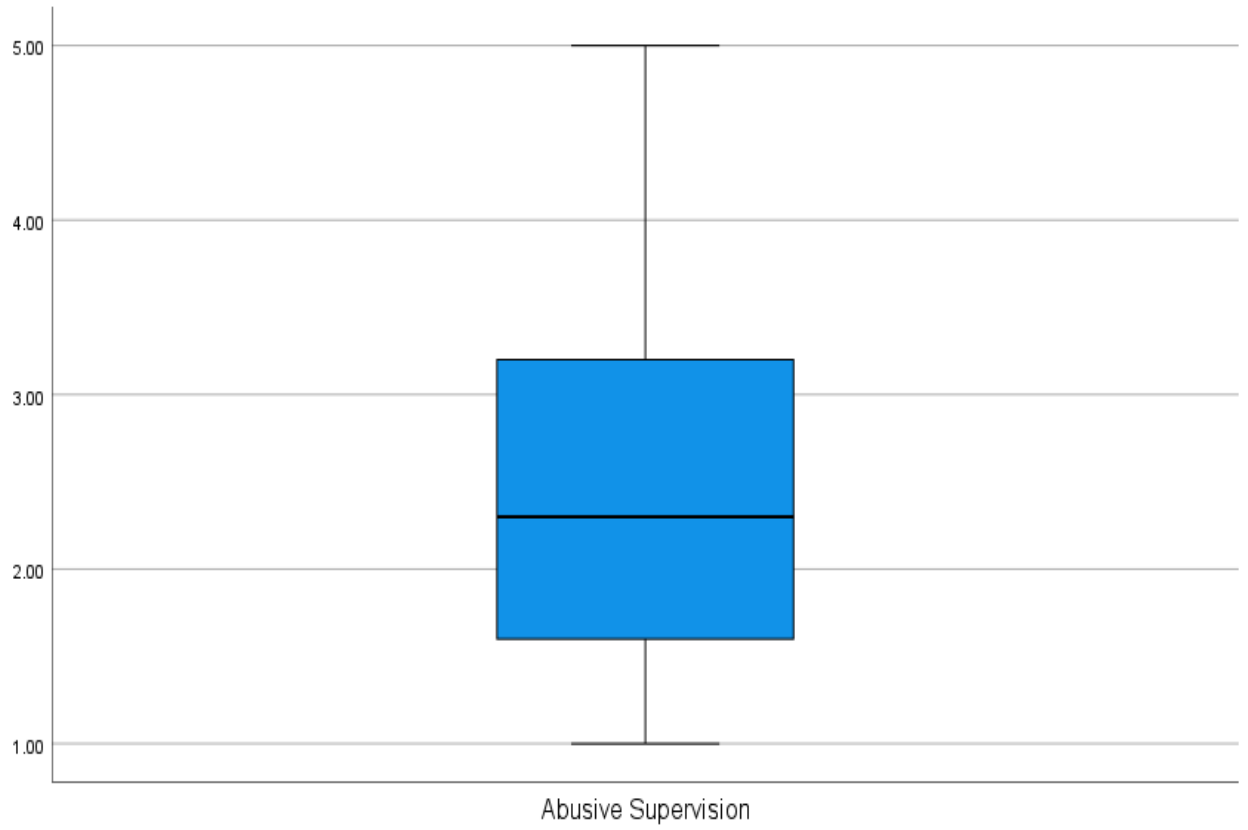
APPENDIX D

Test of Normality

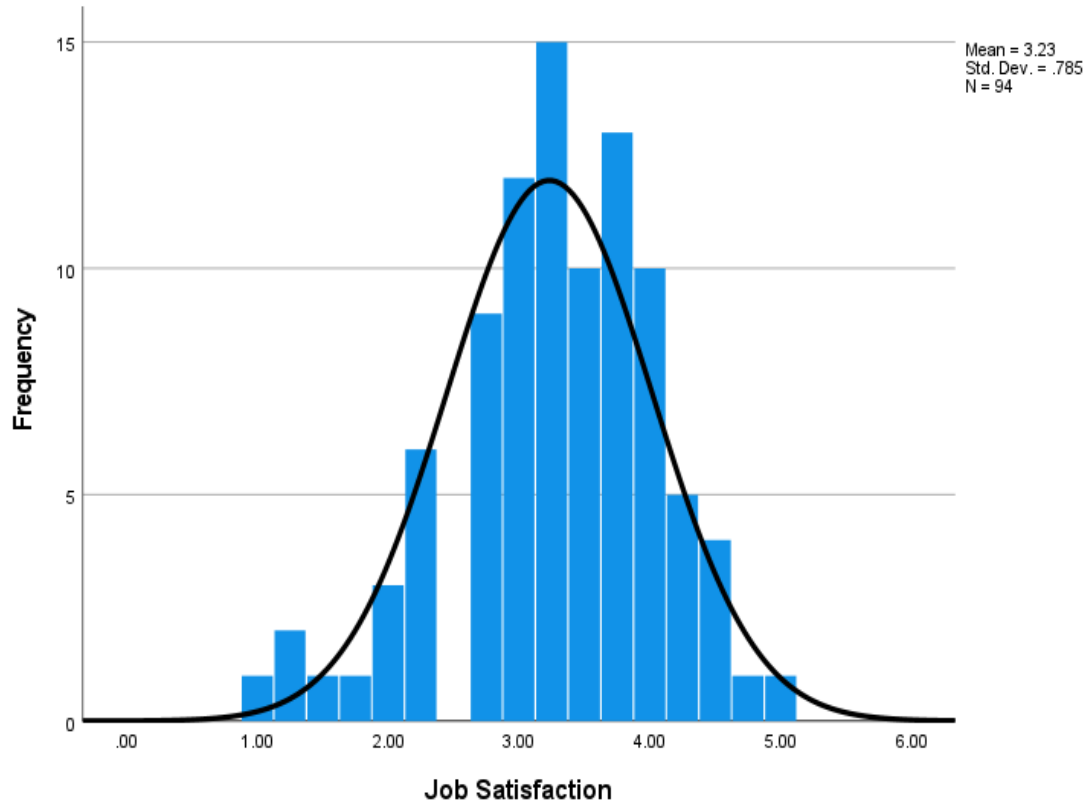
Abusive Supervision



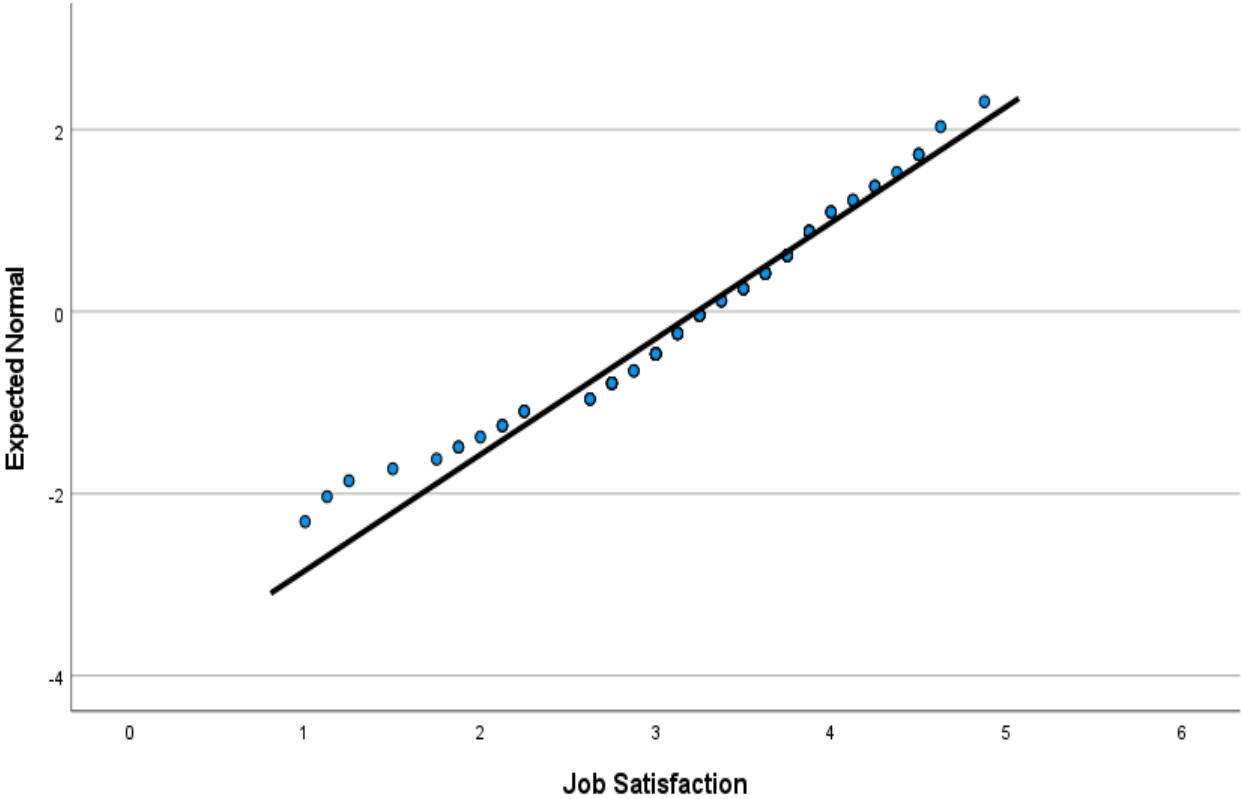


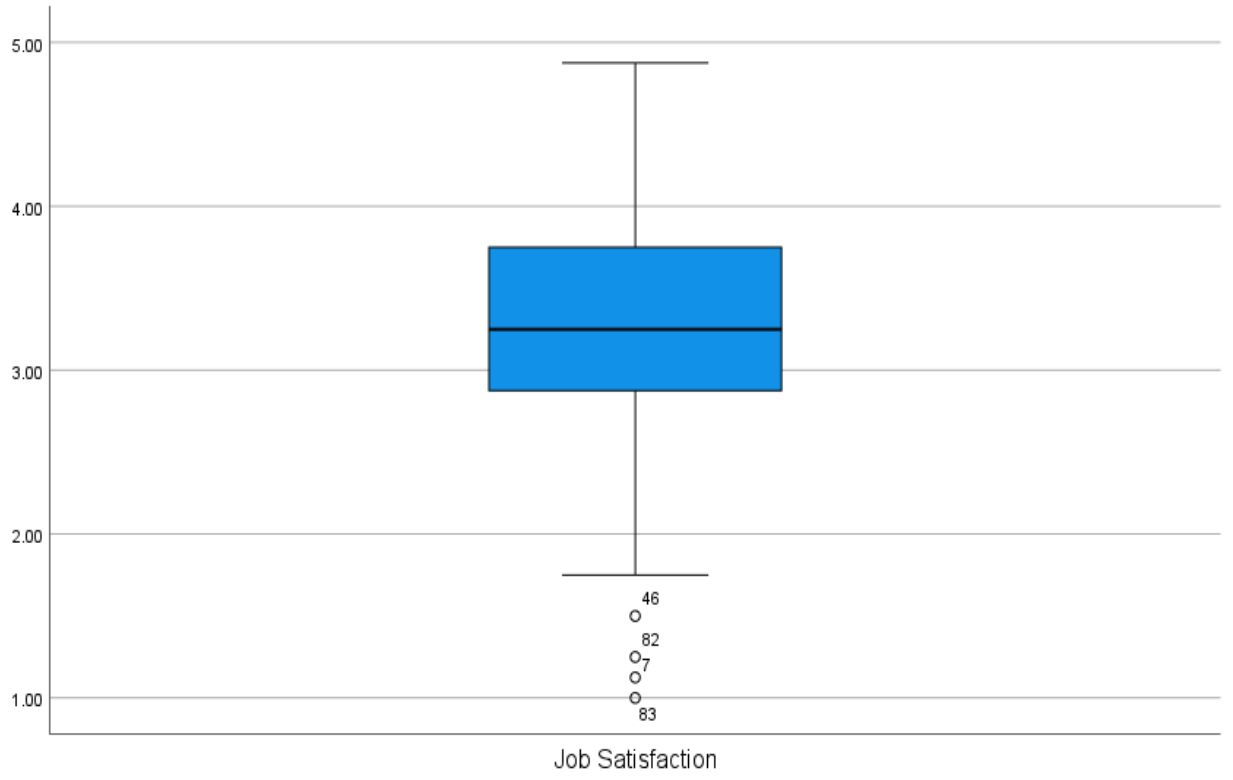


Job Satisfaction

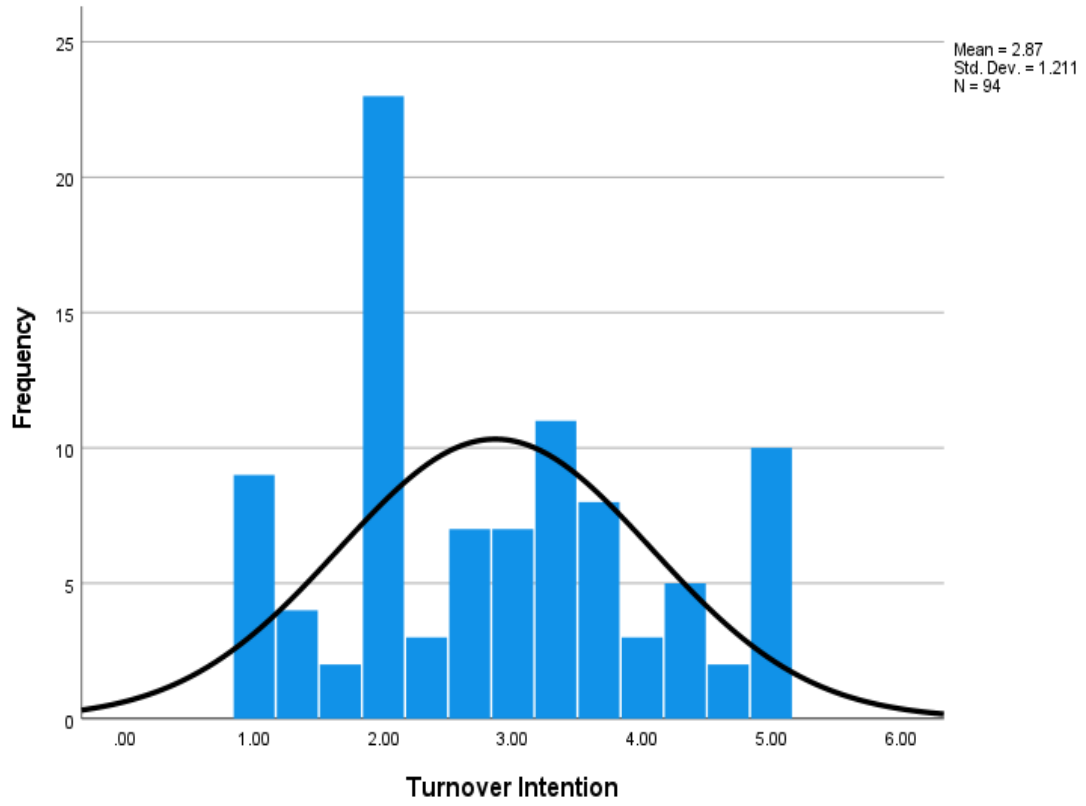


Normal Q-Q Plot of Job Satisfaction

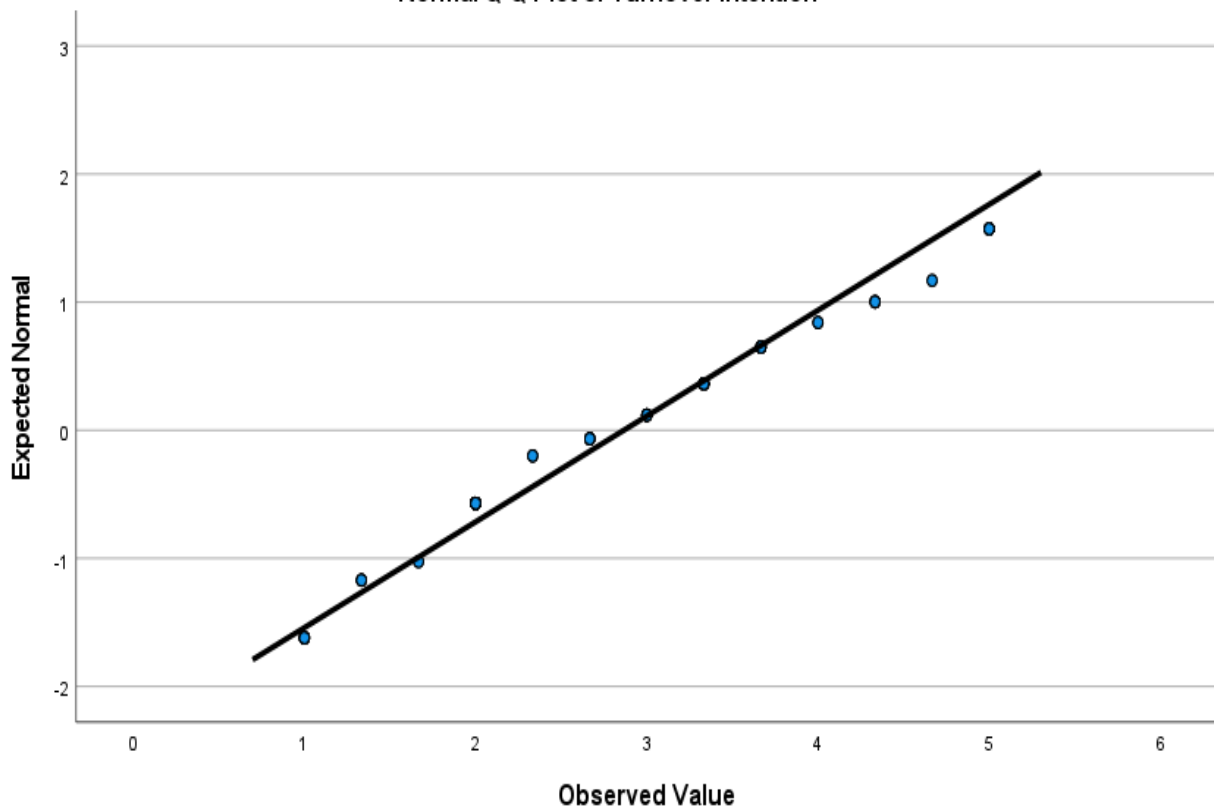


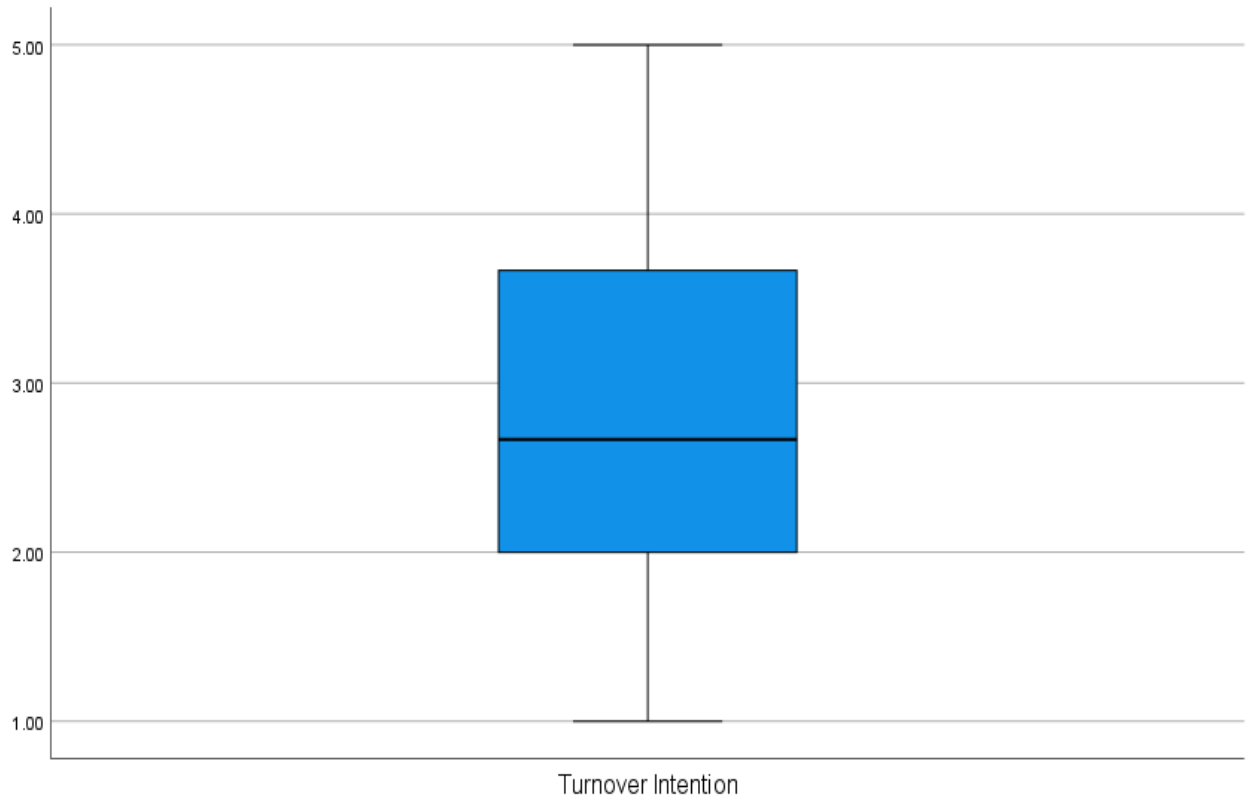


Turnover Intention

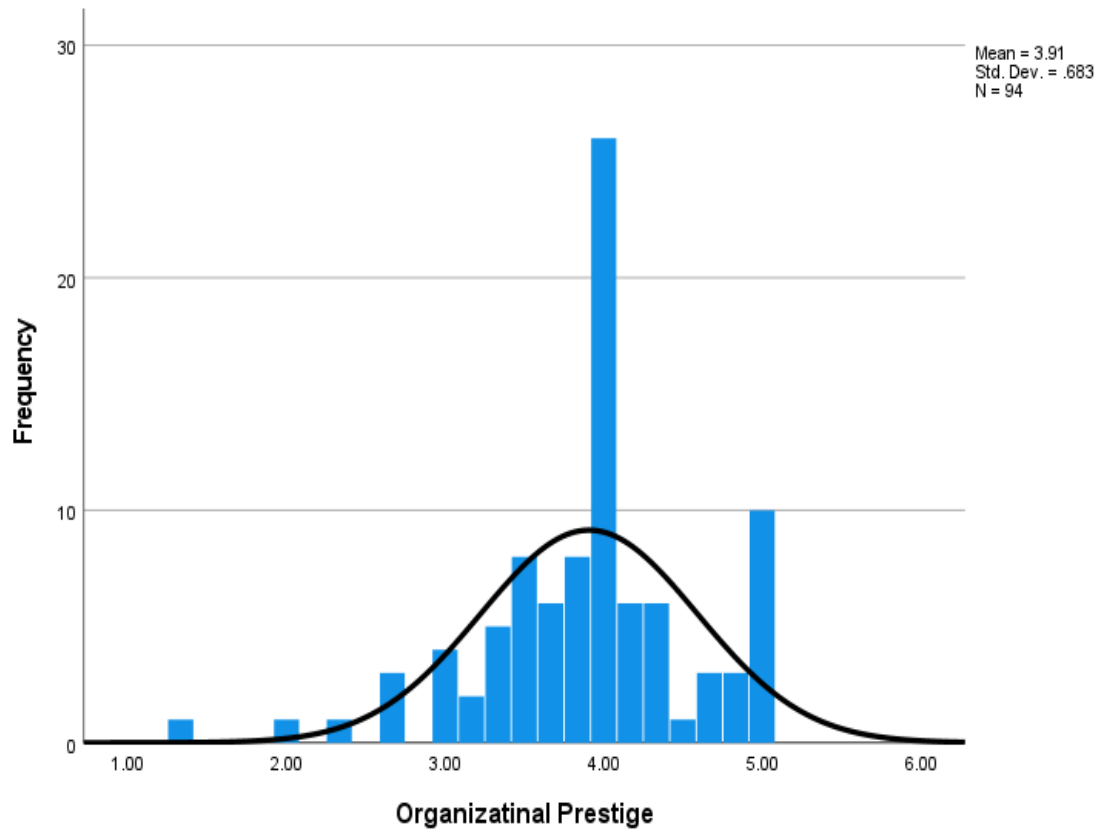


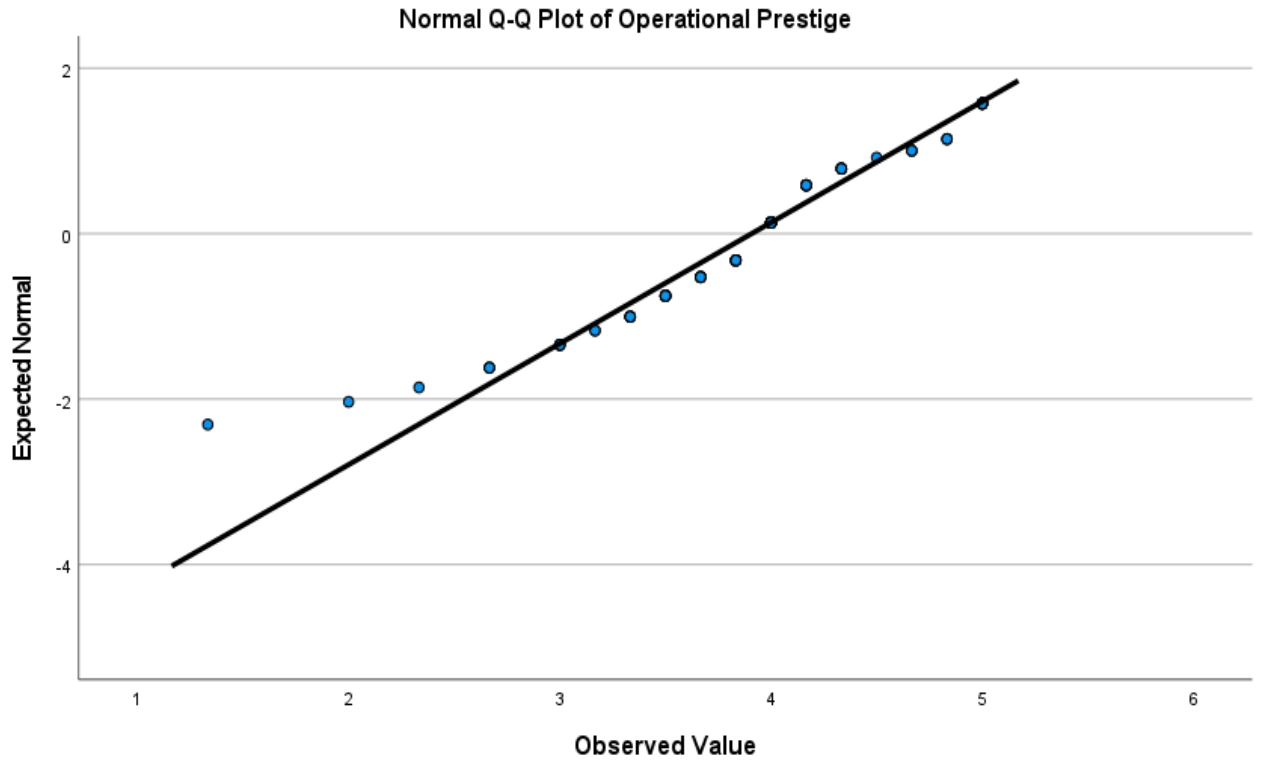
Normal Q-Q Plot of Turnover Intention

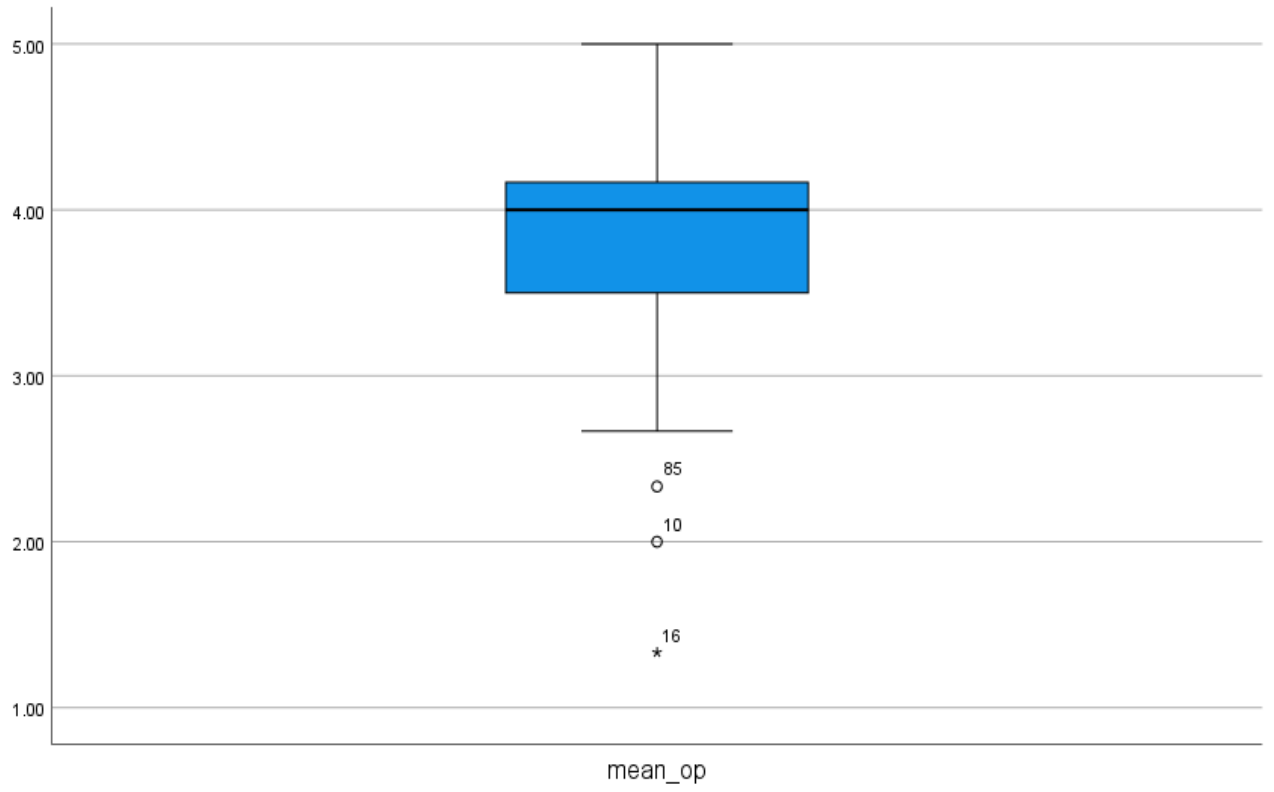




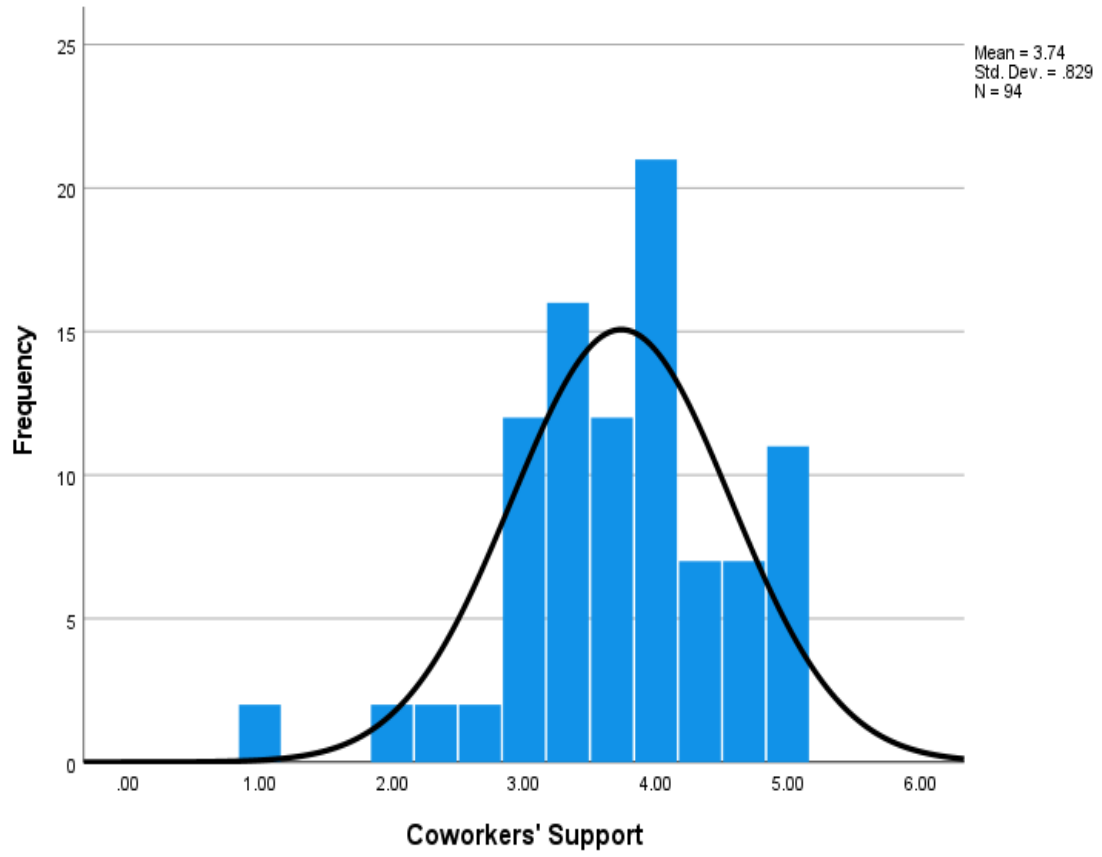
Organizational Prestige



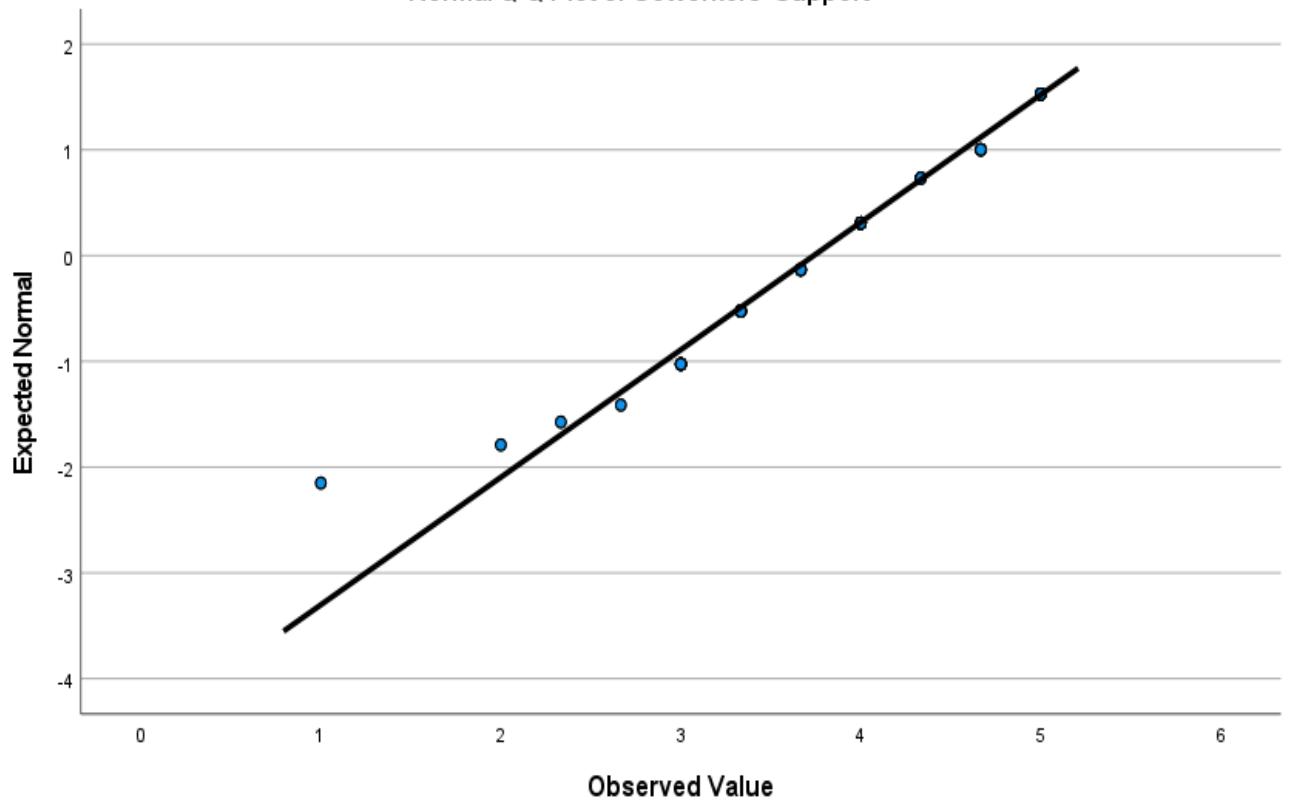


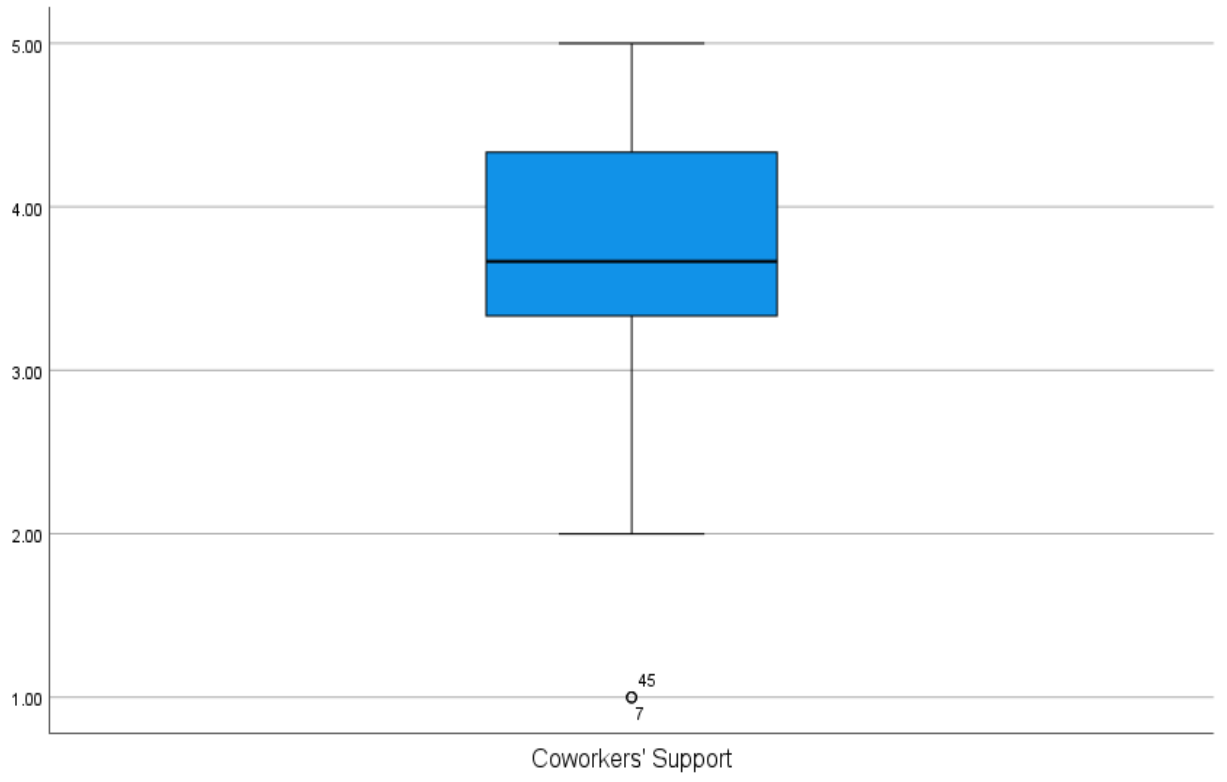


Coworker Support



Normal Q-Q Plot of Coworkers' Support





VITA

CLARA E. ARANGO

Born, Cali, Colombia

2011-2014	B.A., Finance and Economics University of Miami Miami, Florida
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2011-2016	B.A., Organizational Management Indian River College Fort Pierce, Florida
2011-2018	Finance Director Fantasy Theatre Factory Miami, Florida
2018-2021	M.A., Accounting Florida Atlantic University Boca Raton, Florida
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