

## The effect of abusive supervision on employee silence with the mediation role of emotional exhaustion and moderate leader-member exchange

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### Abstract

Employee silence is a phenomenon in the workplace where an employee withholds all ideas and information, triggered by emotional exhaustion resulting from negative affectivity, such as abusive supervision in the workplace. The leader-member exchange level also affects employees' intensity when holding back all ideas and information they have at work. This study aims to determine the effect of abusive supervision on employee silence, mediated by emotional exhaustion and the moderating effect of leader-member exchange. The variables used in this study are abusive supervision, employee silence, emotional exhaustion, and leader-member exchange. This study used quantitative methods and questionnaires as data collection tools and analysed it using PLS. One hundred PT. XYZ's employees participated in this study as the respondent. This study shows that abusive supervision significantly affects employee silence and emotional exhaustion. Emotional exhaustion partially mediates the impact of abusive supervision on employee silence, and leader-member exchange does not moderate the effect of abusive supervision on emotional exhaustion. The novelty of study leverages employee emotional exhaustion instead of organizational politics to mediate the relationship between abusive supervision and employee silence.

### Keywords:

abusive supervision; emotional exhaustion; employee silence; leader-member exchange.

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## Introduction

An employee has an idea, information, and opinion about a better way to improve organisational performance. The employees might work under two conditions, they could share their ideas, information, and opinions; or they could not do that in their workplace. The inability of employees to express ideas, information, and opinions related to their work is called employee silence (Dyne et al., 2003). According to Morrison & Milliken (2000), employees prefer to behave in silence due to conflicts with co-workers, disagreements with organisational decisions, illegal behaviour by employees, and other individual problems. In addition, employees choose to remain silent because of the fear of being retaliated against for talking about something related to the organisation so it can disrupt the status quo and authority of an organisation (Knoll et al., 2016). Schaufeli et al. (2002) stated that emotional exhaustion was strongly associated with job demands such as workload and time constraints. In contrast, work cynicism or disengagement was more strongly related to poor job resources, such as lack of feedback, job control, social support, and participation in decision-making (Demerouti et al., 2001).

Abusive supervision is a subordinate's perception of how superiors engage in verbal and nonverbal hostile behaviour, excluding physical contact (Tepper, 2007). Whitman et al. (2014) also stated that abusive supervision often occurs in the workplace, and abusive supervision has also been considered one of the dark-side leadership behaviours. Hobfoll's conservatory of resources (COR) theory says that people are encouraged to save their valuable resources and buy new resources that help them achieve their goals. Nevertheless, resource conservation is much more important when people are under much pressure (Hobfoll, 1989; Xu et al., 2022). Due to the loss of perceived or actual resources, individuals will experience elevated levels of stress and tension (Halbesleben, 2006; Hobfoll, 2001; Whitman et al., 2014).

Yu et al (2022) found that employees under supervisors with abusive supervision show more silent behaviour at work. In addition, subordinates who often receive abusive supervision will impact their emotional side, namely that subordinates who often receive abusive supervision will spend more time and energy dealing with it (Whitman et al., 2014). In this case, feeling excessive and depleted of one's physical and emotional resources is emotional exhaustion (Maslach & Leiter, 2008). This finding is also supported by Srivastava et al. (2019), which state that employees behaving in silence is one of the best ways to maintain their performance and career path amid emotional exhaustion that befalls them.

Employee silence can also be useful because it could minimise interpersonal conflict and increase privacy for each employee (LePine & Dyne, 1998; Dyne et al., 2003). However, employee silence is often a behaviour that employees should not carry out because the losses obtained from employee

silence are more significant than the benefits (Morrison & Milliken, 2000). Leader-member exchange (LMX), defined as how a follower and leader establish, foster, and maintain dyadic relationships through reciprocal social exchange, has moderate influence (Graen & Uhl-Bien, 1995). As a result of employee silence behaviour, it can hinder the development of an organisation and lead to abusive supervision as a bad side of superior behaviour and emotional exhaustion resulting from pressure in a job. The influence of the leader-member exchange as a moderating variable makes this research interesting to study further, especially now that the world is being rocked by the COVID-19 pandemic, which will change all activities.

Thus, this research needs to be carried out to add insight into employee silence behaviour and explain how abusive supervision affects emotional exhaustion. This will result in employee silence behaviour and explain how member exchange leaders can moderate the influence of abusive supervision on emotional exhaustion. The purpose of this study is to determine the effect of abusive supervision on employee silence, mediated by emotional exhaustion and the moderating effect of leader-member exchange. Compared to the previous study that usually employs external variable such as organizational politic as mediating variable of abusive supervision on employee silence; this study uses internal factor such as employee's emotional exhaustion as mediating variable of that relationship.

## Literature review

### Employee silence

Pinder & Harlos (2001) define employee silence as a condition in which an individual withholds all real circumstances related to the individual's cognitive and affective behaviour about the state of the organisation to interested people. Dyne et al. (2003) define employee silence as employee motivation to withhold the delivery of ideas, information, and opinions regarding development in performance-related matters. Silence can be divided into unitary and multidimensional structures (Dedahanov et al., 2022). The unitary construct of silence looks at how often and likely people are to share information. Dedahanov & Rhee (2015) state that the multidimensional construct of silence looks at people's intentions to keep quiet.

According to Brinsfield (2012), assessing the unity construction of silence is insufficient for a full understanding of silence because silent behaviour does not communicate the desire to remain silent. Employee silence refers to the refusal to express any genuine concerns related to individual or group behaviour, perception, and emotional evaluation to those who can make changes, which may be an unethical behaviour (Boadi et al., 2020). Pinder & Harlos (2001) and Dyne et al. (2003) divide silence into three groups, i.e., acquiescent, defensive, and prosocial silence. Acquiescent silence is a silent

behaviour that arises from withholding relevant ideas or ideas, information, and opinions due to resignation behaviour. Defensive silence is described as quiet behaviour resulting from a personal fear of the consequences that will be received when speaking (speaking up). Prosocial silence is defined as withholding all relevant ideas, information, and opinions for the organisational benefit based on altruism.

### **Abusive supervision**

Wang et al. (2020), Song et al. (2017), and Vakola & Bouradas (2005) found that there is a positive relationship between abusive supervision and employee silence. This study explains that employees who experience abusive supervision will choose to behave in silence as a solution to protect the remaining resources they have. Tepper (2007) found that employees who frequently receive abusive supervision often do not retaliate or will avoid the treatment to reduce discomfort related to threatening situations and people. Furthermore, Whitman et al. (2014) states that employees who receive abusive supervision will prevent it to avoid more significant losses.

Wang et al. (2020) argue that employees who receive abusive care tend to think that silence is natural to avoid the consequences of responding to abusive supervision. Silence is considered the lowest-risk action, and silence is deemed capable of preserving the remaining limited resources. Previous research has shown an association between LMX and other workplace ill-treatment, such as abusive supervision (Xu et al., 2015). COR theory provides a valuable framework for understanding how individuals seek to conserve remaining resources and protect themselves from potential resource loss when faced with chronic stress (Hobfoll, 1989; Wang et al., 2020). Because harassed subordinates rarely retaliate against their abusive supervisor, given their dependence on the supervisor for valuable resources such as raises, promotions, and ongoing employment, subordinates may engage in avoidant coping behaviours to try and reduce burnout (Tepper, 2007). In addition, emotional exhaustion because perceived abuse can encourage subordinates to engage in behaviours to avoid further abusive encounters (Whitman et al., 2014).

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

Wu & Cao (2015) found a positive relationship of abusive supervision to emotional exhaustion. Lim et al. (2021) also found a significant relationship between abusive supervision and the level of stress experienced by a subordinate. The study explains that an employee who often receives harsh treatment from his superiors is more prone to experiencing emotional exhaustion. They may experience physical and mental exhaustion at work,

resulting in emotional exhaustion. [Lyu et al. \(2016\)](#) explained that abusive supervision could cause the loss of valuable resources. An example is an abusive supervision which encourages an employee to hide the resources (ideas, ideas, information) he has at work ([Feng & Wang, 2019](#)).

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

### **Emotional exhaustion**

[Harvey et al. \(2007\)](#) propose emotional exhaustion as a “chronic state of emotional and physical depletion”. It derives from interpersonal conflict and chronic attacks on subordinate feelings, self-esteem, and self-efficacy associated with abusive supervision. Thus, emotional exhaustion is the core mediating mechanism of abusive supervision on employee silence. [Pangestu & Wulansari \(2019\)](#) found that emotional exhaustion could mediate the relationship between abusive supervision and employee silence. When a superior perform abusive supervision behaviour towards his subordinates, emotional exhaustion will attack his subordinates. Emotional exhaustion in employees will increase when a boss behaves abusively at work, with an increase in emotional exhaustion in employees will increase silent behaviour by employees at work. [Whitman et al. \(2014\)](#) also stated that employee silence behaviour caused by abusive supervision would increase when an employee experiences emotional exhaustion. Abusive supervision directly drains employees' physical and emotional energy and resources. They have to struggle with psychological tension (e.g. emotional exhaustion) caused by perceived abuse of supervision ([Whitman et al., 2014](#); [Xu et al., 2015](#)). Experienced or expected resource shortages will cause employees to reduce their proactiveness in the workplace to avoid further resource depletion ([Wang et al., 2020](#)).

Previous research on abusive supervision mediated by emotional exhaustion has revealed that perceived abuse of supervision, as an interpersonal stressor, increases psychological tension with the result that employees are more likely to remain silent ([Aryee et al., 2008](#); [Harvey et al., 2007](#); [Whitman et al., 2014](#); [Xu et al., 2015](#)). Abuse depletes the necessary resources to cope with ill-treatment, directing abused subordinates to conserve their remaining resources and engage in counterproductive work behaviours ([Aryee et al., 2008](#)). Existing research has supported the idea that exclusion, when perceived as a strong adverse event, evokes the use of defensive silence, which then leads to experiences of emotional exhaustion ([De Clercq et al., 2020](#); [Whiteside & Barclay, 2013](#)). One study showed that emotional exhaustion, a chronic state of emotional and physical depletion, indicates social attrition and deviance at work ([Yoo & Frankwick, 2013](#)).

H3: Emotional exhaustion mediates the effect of abusive supervision on employee silence.

### **Leader-member exchange (LMX)**

Employees in the low LMX group will not always be related to harassment, and those in the high LMX group will also not necessarily be free from harassment by a superior (Tepper, 2007). Xu et al. (2015) found that employees with high LMX levels' emotional resources were drained faster than those with low LMX levels. Harassment that occurs in high-quality leader-member relationships is more emotionally detrimental to subordinates when levels of abusive behaviour increase in an organisation. This finding is also supported by Lian et al. (2012). They found that the interaction between abusive supervision and high LMX is more damaging to an employee's basic needs and will lead to deviant behaviour in the organisation. Major et al. (1997) argue that an adverse action taken by a supervisor strongly influences the psychological stress received by an employee. This adverse action is more decisive when a superior and a subordinate have a close and mutually supportive relationship, commonly known as high LMX. The psychological pressure received by a high LMX employee will be extreme because it is infrequent, unexpected, and surprising, so it is more likely to create emotional exhaustion.

High LMX employees believe that their superiors know their potential, understand the problems they are experiencing and their needs and are ready to provide the resources they need (Graen & Uhl-Bien, 1995). High LMX employees also believe that their superiors are a source of social support they need (Halbesleben, 2006). Nahum-Shani et al. (2014) found that a supervisor can provide advice and assistance to increase employee productivity, commonly known as supportive behaviour in high LMX. At the same time, supervisors can show negative behaviour when employees have poor performance. When employees receive support and abuse from the same source, they tend to experience cognitive dissonance or discomfort when faced with two beliefs, congruence, and personal factors (Beehr et al., 2003). It makes subordinates with high LMX feel confused about the feelings of their true superiors. This situation makes subordinates spend more resources to understand their superiors (Greenbaum et al., 2012). In line with previous research, Hobman et al. (2009) suggested that the support provided by superiors who often behaved negatively was more psychologically detrimental to an employee.

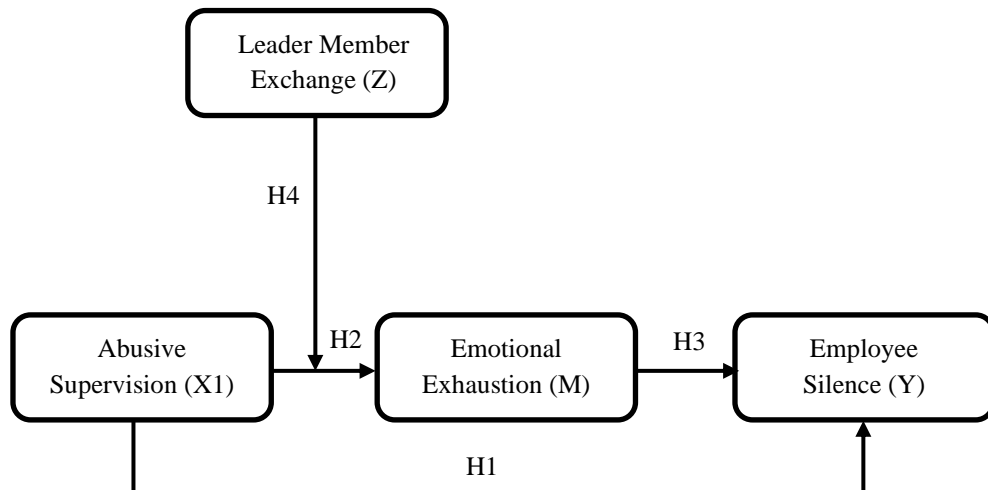
H4: LMX moderates the influence of abusive supervision on emotional exhaustion.

The conceptual framework is shown in Figure 1, i.e., abusive supervision (X1), emotional exhaustion (M), leader-member exchange (Z), and employee silence (Y). Figure 1 shows the direct effect of Abusive Supervision on Emotional Exhaustion and, finally, the direct effect on Employee Silence.



Emotional Exhaustion can be said to have a mediator role, and also Leader-Member Exchange provides a moderation role in strengthening or weakening the relationship between Abusive Supervision to Emotional Exhaustion

**Figure 1**  
*Conceptual Framework*



### Research method

This study uses a quantitative approach. The population in this study is all PT. XYZ employees which has 128 employees, and the number of samples is 100 employees who have experienced abusive supervision, like insulting and bullying. An initial survey was carried out as the first data collection in this study to obtain a research permit and as a means of initial observation of the condition of PT. XYZ. Second, distributing questionnaires to acquire data related to respondents' assessment of research variables and collecting questionnaires. The scale used to measure the indicators for each variable in this study uses a 5-point Likert scale. The assessment variables for abusive supervision, emotional exhaustion, and employee silence are never, rarely, neutral, often, and very often. While the assessment of the leader-member exchange variable is strongly disagree, disagree, neutral, agree, and very often. Abusive supervision refers to PT. XYZ employees perception on how a supervisor engages in verbal and nonverbal hostile behaviour. Abusive supervision is measured by referring to five items developed by [Mitchell & Ambrose \(2007\)](#).

Emotional exhaustion refers to a situation where an PT. XYZ employees experiences mental and physical exhaustion due to the drained use of their psychological and emotional resources. Emotional exhaustion is measured by referring to nine items [Maslach & Jackson \(1981\)](#) developed. Employee silence refers to a situation where PT. XYZ employees do not show their feelings, share with others, and covers up their problems by acting quietly and working

as if nothing had happened. Employee silence is measured by referring to five items developed by [Tangirala & Ramanujam \(2008\)](#). Leader-member exchange refers to a resource-based emotional exchange in the relationship between superiors and subordinates at PT. XYZ. Leader-member exchange refers to the seven items developed by [Scandura & Graen \(1984\)](#) and is only measured from the employee side. Table 1 shows the adoption measured items of all variables in this research, which are abusive supervision, emotional exhaustion, employee silence, and leader-member exchange.

**Table 1**  
*Measured Items*

Variable	Items	Source
Abusive supervision	My boss insulted me	(Mitchell & Ambrose, 2007)
	My boss says I am stupid.	
	My boss dropped my pride in front of employees	
	lain	
Emotional exhaustion	My boss makes negative comments about me to other people.	(Maslach & Jackson, 1981)
	My boss tells me I am incompetent.	
	I feel emotionally exhausted from my job.	
	I feel tired at the end of the working day.	
	I find working with other people all day very difficult.	
	I feel tired because of my work.	
	I feel tired when I wake up and have to face the day at work.	
	I feel tired because of my work.	
	I feel like I am working too hard at my job.	
	I feel frustrated with my work.	
Employee silence	Working with other people face-to-face puts much pressure.	(Tangirala & Ramanujam, 2008)
	I feel that I have no strength anymore.	
	I choose to remain silent when I am concerned about the safety of my co-workers' careers.	
	I have an idea for the safety of my co-workers' careers, but I do not share it.	
	I do not say anything to other people about the potential that can threaten my co-workers.	
	I prefer to remain silent when I have information that might prevent a problem from happening at my workplace.	
Leader-member exchange	I know which side to take and how satisfied my boss is with what I have done.	(Scandura & Graen, 1984)
	I know how well my boss understands my problems and needs.	
	I know how well my boss understands my potential	
	My boss uses his power to help me with problem-solving.	
	Regardless of my boss's power, I can control my boss to save me, and my boss is ready to take the risk.	
	I trust my boss, so I will fully support his decision.	



Partial least square structural equation modelling (PLS-SEM) was used as a data analysis technique. [Hair et al. \(2016\)](#) state that the PLS-SEM method, model evaluation, and data normality assumptions do not have to be normally distributed, and goodness of fit does not need to meet the requirements to know parameter estimates. The PLS analysis technique consists of two types of evaluation: the evaluation of the outer model and the evaluation of the inner model. The evaluation of the outer model consists of convergent validity and composite reliability, while the inner model consists of path coefficient and R Square ( $R^2$ ). [Hair et al. \(2016\)](#) use values for path coefficients and indirect effects testing the mediation and moderation hypothesis.

**Table 2**  
*Convergent Validity Results*

Latent construction	Variables	Outer loading
Abusive supervision (X1)	My boss insulted me (X1.1)	0.900
	My boss says I'm stupid (X1.2)	0.872
	My boss dropped my pride in front of employees lain (X1.3)	0.875
	My boss makes negative comments about me to other people (X1.4)	0.869
	My boss tells me I'm incompetent (X1.5)	0.863
Emotional exhaustion (M)	I feel emotionally exhausted from my job (M1.1)	0.845
	I feel tired at the end of the working day (M1.2)	0.635
	I find working with other people all day very difficult (M1.3)	0.812
	I feel tired because of my work (M1.4)	0.814
	I feel tired when I wake up and have to face the day at work (M1.5)	0.831
	I feel tired because of my work (M1.6)	0.809
	I feel like I'm working too hard at my job (M1.7)	0.766
	I feel frustrated with my work (M1.8)	0.851
	I feel working with other people face to face puts a lot of pressure (M1.9)	0.877
Employee silence (Y)	I feel that I have no strength anymore (Y1)	0.683
	I choose to remain silent when I am concerned about the safety of my co-workers' careers (Y2)	0.794
	I have an idea for the safety of my co-workers' careers, but I do not share it (Y3)	0.784
	I do not say anything to other people about the potential that can threaten my co-workers (Y4)	0.826
	I prefer to remain silent when I have information that might prevent a problem from happening at my workplace (Y5)	0.734
Leader-member exchange (Z)	I know which side to take, and I know how satisfied my boss is with what I have done (Z1)	0.839
	I know how well my boss understands my problems and needs (Z2)	0.863
	I know how well my boss understands my potential (Z3)	0.844
	My boss uses his power to help me with problem-solving (Z4)	0.782
	Regardless of the power my boss has, I can control my boss to save me and my boss is ready to take the risk (Z5)	0.813
	I trust my boss, so I will fully support his decision (Z6)	0.854

## **Result and discussion**

### **Respondent profile and demographics data**

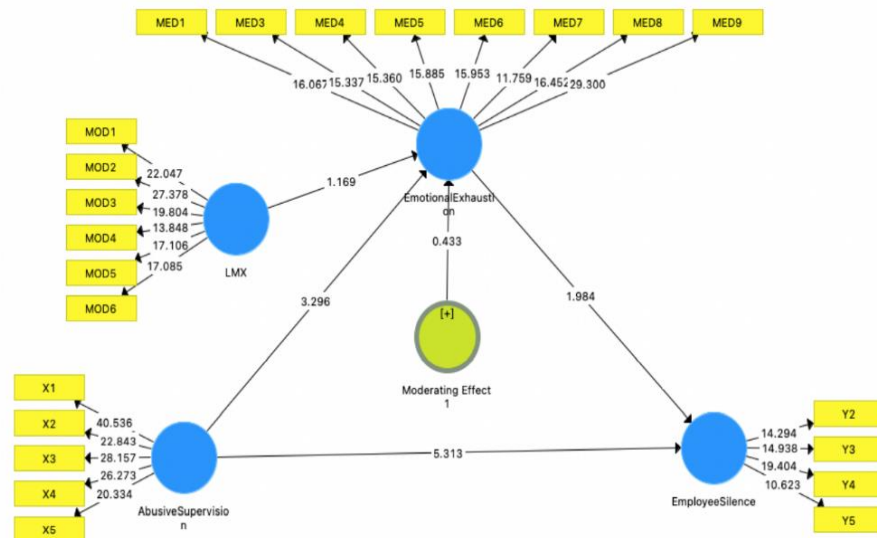
PT. XYZ is a national company engaged in the distribution of pharmaceutical products. Furthermore, over time PT. XYZ not only deals with pharmaceutical products but also health care and medical supplies, and until now, PT. XYZ has 27 branches throughout Indonesia. In this study, 100 respondents are PT. XYZ employees, the characteristics of respondents in this study are based on gender, age, years of service, and the branch office where the respondent works. There are 61% female respondents and 39% male respondents. Furthermore, based on age, there are 51% respondents were 23-28 years old, 37% respondents were 29-34 years old, 6% respondents were 17-22 years, and 6% respondents were >35 years. Based on working periods, 57% respondents have been worked for 1-5 years, 35% respondents have been worked for 6-10 years, and 4% respondents have been worked for 10 years. The number of respondents at the Jakarta branch office was 20, at the Bogor branch office was 22 respondents, at the Jakarta branch office was 31 respondents, and the Bekasi branch office was 27 respondents.

### **Partial least square (PLS) results**

In Table 2, convergent validity from the results of data processing through SmartPLS, it is known that most indicators in each variable in this study have a loading factor value of >0.7, so all variables are valid. However, some indicators are not valid with a loading factor value of 0.635 or <0.7 (M1.2) and a Y1 loading factor value of 0.683. These indicators are removed and reprocessed in the second stage of the loading factor.

Composite reliability value for all variables is >0.7, and the AVE value for all variables is >0.5. So, all variables are reliable. Table 3 shows the hypothesis test results with the leader-member exchange (LMX) results having no moderating effect between the abusive supervision variable on emotional exhaustion. R Square results ( $R^2$ ) for each employee variable silence and emotional exhaustion of 0.636 and 0.555. The PLS result is also shown in Figure 2. Figure 2 shows the model that has been evaluated (outer and inner models). This evaluated model consists of indicators that have been adjusted for their significance. Furthermore, Table 3 shows the results of hypothesis testing with three significant (H1, H2, and H3) and one rejected hypothesis (H4). Table 3 also shows that H3 is accepted with partial mediation.

**Figure 2**  
*Partial Least Square Model*



**Table 3**  
*Hypothesis Test Results*

	Hypothesis	Path coefficient	T statistics	Information
H1	Abusive supervision → employee silence	0.584	5.426	Accepted
H2	Abusive supervision → emotional exhaustion	0.544	3.326	Accepted
H3	Emotional exhaustion → employee silence	0.264	2.006	Accepted (partially mediation)
H4	LMX → abusive supervision – emotional exhaustion	0.229	1.178	Rejected (not moderating)

## Discussion

In this study, it was found that rude supervision or abusive behaviour carried out by a superior directly had a positive and significant effect on PT. XYZ employees' silent behaviour. The study results align with Kareem (2018), Pangestu & Wulansari (2019), and Xu et al. (2015). Employees can behave in silence or passively because employees feel afraid and pressured because employees are the target of cruel supervision. That situation refers to Kish-Gephart et al. (2009) who found that reasons for silence to different targets could be sufficiently distinct to merit separate consideration. Concerning societal effects, for example (e.g., looking foolish, being isolated) loom huge in their peers and supervisor stillness. Although harsh supervision does not include physical violence, this behaviour can produce lasting adverse effects, such as hostile behaviour between superiors and subordinates. Rude supervision or rude behaviour by a subordinate can directly and significantly affect employees' emotional exhaustion.

The study results support [Lim et al. \(2021\)](#), [Pangestu & Wulansari \(2019\)](#), and [Wu & Cao \(2015\)](#), who state that there is a positive influence between abusive supervision on emotional exhaustion. Abusive supervision behaviour is not included in physical contact, but only verbal behaviour such as threatening and harsh words so this will threaten the emotional side of an employee more ([Tepper, 2007](#)). In contrast to previous research, [Xu et al. \(2015\)](#) found that emotional exhaustion could fully mediate abusive supervision's effect on employee silence. On the contrary, this research does not find that emotional exhaustion can fully mediate the effect of abusive supervision on employee silence. This study found that emotional exhaustion could only partially mediate the effect of abusive supervision on employee silence. Thus, employees choose to remain silent because abusive supervision exhausts them emotionally.

Leader-member exchange is a relationship that exists between a superior and his subordinates. Employees who experience emotional exhaustion as a reaction to receiving intimidation from a superior will try to escape from the intimidation bondage by speaking up or voicing the problem. This study found that the leader-member exchange did not moderate the effect of abusive supervision on emotional exhaustion, so the hypothesis was rejected ([Liang, 2021](#)). The results align with previous studies ([He et al., 2021](#); [Kareem, 2018](#); [Pangestu & Wulansari, 2019](#); [Xu et al., 2015](#)). [Ai-Hua et al. \(2018\)](#) stated that the leader-member exchange relationship would affect the influence of abusive supervision, where the better the relationship between superiors and employees (high LMX), the influence of abusive supervision received by employees will be weaker as well as the emotional side of exhaustion. However, [He et al. \(2021\)](#) discovered that employees could not easily refer to themselves as a vital part of the team owing to abusive supervision, which causes employees to feel emotionally exhausted.

In line with [Hobman et al. \(2009\)](#), when a job demand or threat and job resources come from the same source, an employee will experience great stress. Regarding [Hobman et al. \(2009\)](#), if there is abusive supervision behaviour in the workplace, an employee will feel stressed about it, even though the relationship between superiors and subordinates is going quite well. After all, abusive supervision depends on the personality of a superior ([Eissa & Lester, 2017](#)). This research is also supported by [Shen et al. \(2019\)](#) who state that not all good relationships between superiors and employees, which can also be called in-group members, will give good results.

## Conclusion

The results of this study found that abusive supervision has a positive influence on employee silence mediated by emotional exhaustion. LMX does not moderate abusive supervision to emotional exhaustion as a mediation. The

first and most crucial suggestion for companies is that companies should be able to eradicate abusive supervision actors, considering the consequences for companies if abusive supervision is costly. A company must be able to educate supervisors about the effects if they act abusively toward their employees, and companies need to make rules or regulations governing abusive supervision. In addition, for employees who behave in silence due to abusive supervision, companies need to create a safe complaint service like an employees whistle-blowing system.

Companies should pay more attention to the relationship between superiors and employees by emphasising the significant benefits of job satisfaction. Companies need to develop and maintain these positive and two-way relationships so that these exchange relationships can provide benefits to both parties. However, this study has limitations. The research was only conducted in several PT. XYZ branches of so that it cannot explain overall PT. XYZ condition associated with abusive supervision, employee silence, emotional exhaustion, and leader-member exchange. Further study can broad the research object in industrial sectors and add more cultural variables in the relationship of abusive supervision on employee silence.

#### **Author contribution**

**Ahmad Rizki Sridadi:** Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Supervision, Validation, Visualization, Writing – original draft, Writing – review & editing. **Rifki Tri Cahyo Admojo:** Conceptualization, Data curation, Formal analysis, Investigation, Methodology. **Muhammad Fikri Himmawan:** Project administration, Supervision, Validation, Visualization, Writing – original draft, Writing – review & editing. **Mircea Fuciu:** Supervision, Writing – review & editing.

#### **Declaration of interest**

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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