



The Ripple Effects of Abusive Supervision How LMX and Interpersonal Justice Shape Job Satisfaction and Turnover intentions in Saudi Organizations?

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Abstract

This study explores the consequences of abusive supervision, Abusive supervision hurts employees by destroying leader-member relationship quality (LMX), lowering fairness perceptions (interpersonal justice), lowering job satisfaction, and increasing intent to leave, based on Social Exchange Theory, the study concludes that when supervisors are abusive, it disrupts trust and respect, so workplace relationship and morale of the employee deteriorate, this highlights the need for respectful leadership to have a good and stable work environment.

Keywords: *Abusive Supervision, LMX, Interpersonal Justice, Job Satisfaction, Turnover Intention, Social Exchange Theory.*

Introduction

Abusive supervision, defined as subordinates' perceptions of sustained hostile verbal and nonverbal behaviors from leaders (Tepper, 2000), has been linked to detrimental employee outcomes, including reduced job satisfaction and increased turnover intentions (Mackey et al., 2017), while prior research has established these negative effects, the mediating mechanisms particularly in non-western contexts like Saudi Arabia remain underexplored, this study examines Leader-Member Exchange (LMX) (Graen & Uhl-Bien, 1995) and interpersonal justice (Bies & Moag, 1986) as key mediators in the relationship between abusive supervision and employee outcomes.

In high-power-distance cultures such as Saudi Arabia, where hierarchical leadership and relational dynamics heavily influence workplace behavior (Hofstede, 1980),

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abusive supervision may have amplified effects, poor LMX quality, resulting from abusive supervision, can weaken leader-subordinate trust and cooperation, reducing job satisfaction and increasing turnover intentions (Erdogan & Bauer, 2010), additionally, abusive supervision violates interpersonal justice norms, further eroding employee morale and commitment (Tepper et al., 2009).

By the integration of LMX and interpersonal justice as equal mediators, this study offers a culturally diverse explanation of how abusive supervision triggers negative workplace consequences in Saudi organizations.

Problem statement

Although abusive supervision has been extensively studied in Western contexts, there remains a significant gap in understanding its consequences in high power-distance cultures such as Saudi Arabia. Specifically, the mechanisms through which abusive supervision impacts employee outcomes like job satisfaction and turnover intention are underexplored. This study seeks to address this gap by examining the mediating roles of interpersonal justice and Leader-Member Exchange (LMX) in this relationship.

Research Questions

- How does abusive supervision affect employees' perceptions of interpersonal justice?
- What is the impact of abusive supervision on turnover intention?
- Does interpersonal justice mediate the relationship between abusive supervision and LMX quality?
- How does LMX quality influence job satisfaction and turnover intention?
- Do interpersonal justice and LMX sequentially mediate the relationship between abusive supervision and job satisfaction?

Research Objectives

- To investigate the negative effects of abusive supervision on interpersonal justice.
- To examine the direct relationship between abusive supervision and turnover intention.
- To explore how interpersonal justice influences the quality of LMX.
- To determine the role of LMX in enhancing job satisfaction and reducing turnover intention.
- To test the mediating roles of interpersonal justice and LMX in the relationship between abusive supervision and job satisfaction.

Distinguishes this study from previous studies

This study advances abusive supervision scholarship with the offer of new cultural, theoretical, and methodological insights, in this case, a high power-distance culture (Saudi Arabia). The primary distinctions include:

Cultural Focus

Abusive supervision research has tended to focus primarily on **Western, low power-distance cultures**.

This study examines its effects in **Saudi Arabia**, where leadership expectations in a hierarchical environment may serve to strengthen the harm inflicted by abusive supervision.

Integrated Mediation Model

As opposed to previous research, which has tested LMX or interpersonal justice alone, the present study tests them as concomitant and consecutive mediators.

The finding that abusive supervision → interpersonal justice → LMX → job satisfaction → turnover intention is a significant path.

Strong Empirical Support for Social Exchange Theory

Demonstrates how abusive supervision demolishes trust and reciprocity and thereby causes diminished perceptions of justice, lower LMX, and more turnover intent.

Robust Methodology

Employs SEM (AMOS) and SPSS for path analysis, showing an extremely high model fit (CFI = 1.000, RMSEA = 0.000).

Confirms job satisfaction as a stronger turnover buffer than direct abusive supervision effects.

Practical Implications for Non-Western Workplaces

Implies culturally sensitive solutions such as training for leadership in respectful communication and justice-based interventions to rebuild trust.

Key Contribution

This study provides a deeper insight into abusive supervision by combining cultural context, dual mediation processes, and state-of-the-art statistical verification, offering useful insights for practice and theory.

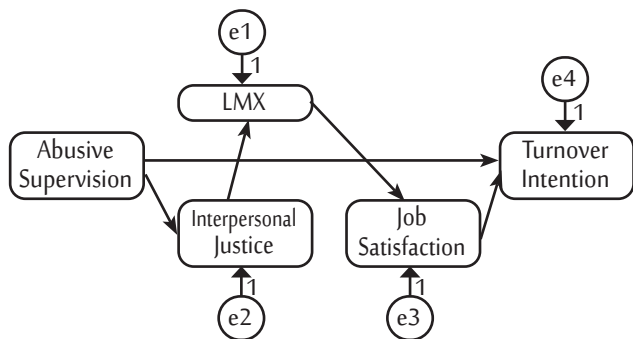


Figure 1 The Research Model

Literature review and hypothesis development

The relationship between Abusive Supervision and Interpersonal Justice

Abusive supervision has been defined as subordinates' experience of a supervisor's chronic hostile non-verbal and verbal actions, but excluding physical violence (Tepper, 2000), it may present itself in forms of belittling, public criticism, or other abusing behavior that lowers the dignity of a subordinate, abusive supervision is a deviant organizational behavior with immense implications on the well-being of employees, performance at work, and organizational performances (Mitchell & Ambrose, 2007).

Interpersonal justice is the feeling of fairness in the way people are treated interpersonally by others in organizational settings, i.e., it is concerned with respect, dignity, and respectfulness of communication and conduct (Bies & Moag, 1986), employees experience interpersonal justice when being treated with courtesy, sensitivity, and respect by others, particularly by supervisors (Colquitt, 2001), when there is high interpersonal justice, employees are valued and respected, and this leads to positive attitude and behavior, the abusive supervision transgresses interpersonal justice by entailing mistreatment, disrespect, and violations of basic dignity, these are central principles of interpersonal justice, abusive supervisors employ behavior such as humiliation, insults, and neglect of employees, which go against respectful treatment and equity, leading to lesser perceptions of justice at work, research shows employees exposed to abusive supervision perceive the workplace as unfair and feel not valued, weakening their sense of interpersonal justice, the earlier studies, just like Tepper et al. (2006), found a negative correlation between abusive supervision and interpersonal justice, where abusive behaviors lead to dissatisfaction with the job, low organizational commitment, and greater turnover intentions, the absence of fairness leads to emotional anguish, anxiety, and decreased trust in leadership, compounding conflict and disengagement at work.

H1: Abusive supervision is anticipated to have a negative impact on employees' perceptions of interpersonal justice.

The relationship between Abusive Supervision and Turnover Intention

Turnover intention refers to the psychological state or mind-set an employee holds regarding quitting a job, it is typically viewed as an initial indicator of actual turnover, which signifies an employee's inclination to quit his existing job for a superior opportunity (Mobley, 1977), when workers are dissatisfied or treated unjustly at work, they will be more likely to contemplate leaving, and abusive supervision is often a major inducement to such contemplation, the abusive supervision has a significant role in shaping employee turnover intentions by creating a series of negative psychological and emotional reactions, employees subjected to abusive treatment are likely to be disturbed emotionally like anxiety, frustration, and helplessness that depletes job satisfaction (Tepper, 2000), As job dissatisfaction is a potent predictor of turnover intention (Hom & Griffeth, 1995), targeted employees are more likely to

think about quitting their jobs, the abusive supervision also constitutes a violation of the psychological contract, wherein the expected norms of respectful treatment are breached, this perceived betrayal leads employees to seek alternative employment that is better aligned with their psychological needs (Robinson & Morrison, 2000; McNatt, 2000), additionally, abusive supervision undermines perceptions of organizational support and justice, and workers feel underappreciated and treated unjustly, these perceptions further intensify the desire to leave the organization (Eisenberger et al., 2001), Behaviorally, employees will respond through negative reciprocity by disengaging or withdrawing effort as a form of revenge, which eventually leads to turnover (Tepper, 2007), in addition to that, previous studies confirm these findings, for instance, Tepper (2000) and Mitchell and Ambrose (2007) each found a positive correlation between abusive supervision and turnover intention, driven by perceived mistreatment and injustice.

H2: Abusive supervision is predicted to have a positive relationship with turnover intention.

The relationship between Interpersonal Justice and LMX Leader Member Exchange

Leader-Member Exchange (LMX) theory, nonetheless, focuses on the dyadic level of a leader and a follower's relationship, LMX denotes the quality of the relationship, low to high quality, high-quality LMX is characterized by mutual respect, trust, and loyalty, while low-quality LMX is typically described by infrequent communication, low trust, and lack of support (Graen & Uhl-Bien, 1995), leaders develop different levels of exchange with their subordinates, generating different levels of support, influence, and commitment, and the interaction between Interpersonal Justice and LMX, studies again and again establish that interpersonal justice the sense of fairness in interpersonal exchanges is positively and significantly related to Leader-Member Exchange (LMX) quality, interpersonal justice is necessary for establishing high-quality leader-member relationships since it determines how the leaders treat their subordinates and how the subordinates view such, interpersonal justice treating the employees with respect, fairness, and dignity has an important role to play in building high-quality Leader Member Exchange (LMX) relationships, when leaders treat their employees fairly and respectfully, the employees feel valued, which induces mutual respect and trust, necessary components of successful LMX (Cropanzano et al., 2001), fair treatment also builds up trust and motivates the employees to repay such through higher commitment and participation in the leader-subordinate relationship (Colquitt, 2001; Graen & Uhl-Bien, 1995), furthermore, leaders practicing interpersonal justice are more likely to build and view stronger, supportive leader-member relationships with their team members (Eisenberger et al., 2001), the interaction is reciprocal (fair treatment maintains LMX quality, and high-quality LMX maintains leaders' fair behaviors, a positive feedback cycle is formed (Liden et al., 1997)).

H3: It is expected that interpersonal justice would have a positive influence on Leader-Member Exchange (LMX) quality.

The relationship between LMX Leader Member Exchange and Job Satisfaction

Job satisfaction is the degree to which individuals enjoy their job, such as the kind of job, relationship with coworkers and supervisors, and compensation, it is an important indicator of worker well-being and organizational effectiveness, highly job-satisfied employees are more committed, engaged, and productive (Judge & Bono, 2001), the relationship between Leader-Member Exchange (LMX) and job satisfaction, study after study discovers a strong positive relationship between Leader-Member Exchange (LMX) quality and job satisfaction, high-quality LMX produces a supportive, respectful, and equitable work climate that enriches worker experience and work attitude, the high-quality Leader–Member Exchange (LMX) associations are positively connected with job satisfaction through multiple mechanisms, first, mutual respect and trust serve as the foundation for successful LMX, allowing employees to feel worthwhile and supported, and increasing satisfaction (Gerstner & Day, 1997), second, such relationships provide more support and access to resources, such as advice, opportunities for career development, and decision-making participation, all of which contribute to a more satisfying work experience (Liden et al., 1997), third, positive affective connections between leaders and employees give rise to emotional involvement and feelings of gratitude, further enhancing satisfaction (Wayne et al., 1997), fourth, high LMX quality promotes perceived fairness and equity through open communication and equitable treatment key predictors of job satisfaction (Colquitt, 2001; Eisenberger et al., 2002), finally, high-LMX relationships often bring reciprocal payoffs, in which employees feel motivated to repay in kind by improving performance and commitment, decreasing stress, and heightening satisfaction (Liden & Maslyn, 1998).

H4: High-quality Leader-Member Exchange (LMX) is expected to be positively related to job satisfaction.

The relationship between Job Satisfaction and Turnover Intention

Job Satisfaction and Turnover Intention A lot of research in this realm indicates that there is a substantial negative relationship between job satisfaction and turnover intention. In other words, when workers are dissatisfied with their job, they are likely to show turnover intention, a desire to quit their organization. Several theoretical models describe how job dissatisfaction culminates in turnover intention. Job dissatisfaction and disengagement constitute a central mechanism. As unhappy workers often disengage themselves emotionally and cognitively from their roles, thus, weakening organizational commitment and promoting the likelihood of leaving (Mobley, 1977). The process of dissatisfaction could be role ambiguity, poor working condi-

tions, strained interpersonal relationships, perceived alternatives and job market mobility, a process in which dissatisfied employees become more likely to find alternatives in the job market attractive and accessible, thereby increasing their intention to leave the organization Hom & Griffeth, 1995), psychological contract violation: employees perceive the organization's failure to meet psychological obligations such as providing growth opportunities or equal treatment, thereby being betrayed, hence, experiencing reduced satisfaction and higher intention to quit the organization (Robinson & Morrison, 2000), and emotional exhaustion and burnout, those usually with the dissatisfaction process, leach the ability of an employee to cope with job stress, burnout generated the desire to leave the organization in a bid to psychologically protect oneself (Maslach et al., 2001), finally, Social Exchange Theory (Blau, 1964) underlines the need for fairness and reciprocity in social exchanges. Employees who experience devaluation or unfair treatment at work consider the exchange imbalanced, which can increase intention to turn over Hom & Griffeth, 1995).

H5: Job satisfaction is expected to be negatively related to turnover intention.

The relationship between Abusive supervision and LMX Leader Member Exchange through Interpersonal Justice as a mediator

The linkage of abusive supervision to Leader-Member Exchange (LMX) is primarily mediated by interpersonal justice, which deals with respect and fairness in interpersonal interaction, abusive supervision, which involves hostile, humiliating, or disrespectful treatment, violates employees' expectations of fair treatment, thus lowering their perceptions of interpersonal justice (Tepper, 2000), the negative interactions destroy a dysfunctional relational climate, harming trust and respect, both of which are the building blocks of high-quality LMX, when abusive supervision occurs, it destroys the critical building blocks of high-quality LMX, including trust, mutual respect, and open communication, leading to the deterioration of LMX quality, employees subjected to abusive supervision experience interpersonal injustice, resulting in poor communication, poor support, and low-quality relationships (Wayne et al., 1997), interpersonal justice is a significant mediator in this linkage, abusive behaviors lower perceptions of interpersonal justice, thus lowering the quality of LMX. Conversely, when supervisors are respectful and fair to the employees, interpersonal justice is boosted, strengthening trust-based LMX relationships, moreover, respectful and fair supervisor behavior encourages effective social exchanges, eliciting employees to reciprocate with trust, involvement, and commitment, such responsiveness is the cause of the development of high-quality LMX, therefore, interpersonal justice is a key mechanism linking supervisory behavior (supportive or abusive) to the quality of LMX.

H6: Abusive supervision is expected to have a negative impact on LMX via interpersonal justice mediation.

The relationship between Interpersonal Justice and Job Satisfaction through LMX Leader Member Exchange as a mediator

Research supports a strong theoretical model between interpersonal justice, Leader-Member Exchange (LMX), and job satisfaction; Interpersonal justice, or respectful and fair treatment by supervisors, enhances job satisfaction by inducing feelings of recognition, belonging, and value (Colquitt, 2001; Cropanzano et al., 2001), fair treatment is also necessary in forming high-quality LMX relationships, supervisors who display interpersonal justice establish trust and cooperation, and build relational bonds with subordinates (Liden et al., 1997; Wayne et al., 2002), also the high-quality LMX relationships lead to higher job satisfaction because of greater access to support, recognition, and developmental opportunities (Gerstner & Day, 1997; Ilies et al., 2007), and LMX mediates the effect between interpersonal justice and job satisfaction, when employees are treated fairly, they tend to form strong LMX relationships, which further enhance job satisfaction (Loi et al., 2009).

H7: LMX quality is expected to moderate the positive impact of interpersonal justice on job satisfaction

The relationship between LMX Leader Member Exchange and Turnover Intention through Job Satisfaction as a mediator

LMX, Job Satisfaction, and Turnover Intention, theoretical foundation of Leader-Member Exchange (LMX) relationship to turnover intention comes from social exchange theory and has been supported with a significant body of empirical work, higher-quality LMX produces favorable work outcomes, while lower-quality LMX can lead to disengagement and turnover. Job satisfaction is a strong mediator of the above-stated relationship, employees in high-quality LMX have more support, trust, and autonomy, which generates organizational loyalty and lowers their intention to leave, while low-quality LMX generates relational disconnection and a higher likelihood of resignation (Gerstner & Day, 1997; Harris et al., 2005), also research time and again confirms that high-quality LMX boosts job satisfaction, when leaders provide recognition, support, and fair treatment, employees are more satisfied and motivated to work, such relationships promote open communication and a positive work environment (Ilies et al., 2007; Liden et al., 1997), also Job satisfaction is a strong reverse predictor of turnover intention, satisfied employees are less likely to leave, while dissatisfaction often results in withdrawal behaviors, such as the intention to leave (Tett & Meyer, 1993), the job satisfaction mediates the relationship between LMX and turnover intention; (High-quality LMX → Increased job satisfaction) and (Increased job satisfaction → Reduced turnover intention), thus, LMX indirectly lowers turnover intention through its positive effect on job satisfaction.

H8: The quality of leader-member exchange (LMX) is expected to exert a mediated negative influence on turnover intention via job satisfaction.

Methodology

The study adopts a robust methodology, incorporating detailed research design, targeting specific employees, carefully crafted questionnaires, statistical analysis, content validity checks, and a preliminary pilot study.

Population and Sample

The study targets employees from both governmental and private sectors in Saudi Arabia, with 237 randomly selected participants. All distributed questionnaires were promptly received.

Data Collection

The study utilizes secondary sources (statistics, books, journals, and websites) and primary data collected from questionnaires of abusive supervision. Descriptive and analytical techniques use in the analysis of the data using SPSS V26 and (AMOS V26).

Measures

- 1- **LMX Leader Member Exchange:** The quality of LMX was measured by using the 7-item scale used in the study by Janssen and Van Yperen (2004)
- 2- **Interpersonal Justice:** Interpersonal Justice we assessed supervisors' experience of interpersonal justice utilizing Colquitt's (2001) 4-item measure, Items were altered so that they represented the supervisors' perspective, sample items are "Has your subordinate treated you with dignity?" and "Has your subordinate treated you with respect?"
- 3- **Abusive Supervision:** Abusive Supervision was measured using Tepper's (2000) 15-item scale.
- 4- **Job Satisfaction:** Job satisfaction was assessed using a 4-item scale based on Cammann et al.'s (1983) scale to assess job satisfaction.
- 5- **Turnover Intention:** Turnover Intention was measured by Jensen, Patel and Messersmith (2013), with four items on a Likert scale.

Statistical methods

We utilized descriptive statistics like frequencies, percentages, means, standard deviations, and figures to reveal valuable insights in this research. Moreover, correlation coefficients were employed to confirm and maintain the internal consistency and validity of the findings of the study. We further utilized Cronbach's alpha coefficients to establish the reliability of the findings of the study. For testing the hypotheses in the study model, we utilized statistical software—the Statistical Package for the Social Sciences (SPSS, Version 26) and AMOS (Version 26).

Data Analysis

We analyze the data using AMOS and SPSS, beginning with a thorough examination of the descriptive statistics for each variable. Following this, we conduct a calculation of Cronbach's alpha to assess the reliability of LMX Leader Member Exchange, Interpersonal Justice, Abusive Supervision, Job Satisfaction, and Turnover Intention.

Results

Descriptive Statistics

Demographic Information

Table (1): Demographic Information (n=237)

Variable	Answer	Frequency	Percentage
Gender	Male	183	77.2%
	Female	54	22.8%
	Total	237	100 %
Experience	1	35	14.8%
	2	46	19.4%
	3	50	21.1%
	4	48	20.3%
	5	31	13.1%
	6	27	11.4%
	Total	237	100 %
Age	1	2	.8%
	2	39	16.5%
	3	85	35.9%
	4	91	38.4%
	5	20	8.4%
	Total	237	100 %

Table (1) gives the Demographic Information as follows:

- 1- **Gender:** 77.2% from the sample are "male" and 22.8% are "female".
- 2- **Experience:** 14.8% of experience sample are "Less than 5 years ", 19.4% of "5 years to less than 10 years ", 21.1% of "10 years to less than 15 years ", 20.3% of "15 years to less than 20 years ", 13.1% of "20 years to less than 25 years "and 11.4% of "25 years to less than 30 years ".
- 3- **Age:** .8% of ages sample are "Less than 20 years old ", 16.5% of "20 to less than 30 years old ", 35.9% of "30 to less than 40 years old ", 38.4% of "40 to less than 50 years old ", and 8.4% of "50 to less than 60 years old ".

Mean, Standard Deviation and Correlation Analysis of Variables

Interpretation of Means:

In table 2, analysis revealed that Leader-Member Exchange (LMX) had a mean score of (3.67), Interpersonal Justice has the highest mean (4.29), suggesting employees generally perceive fair treatment, Abusive Supervision has the lowest mean (1.97), indicating it is relatively uncommon in the sample, Job Satisfaction had a mean score of

(3.78), and Turnover Intention (3.25) is moderately high, signaling potential retention concerns.

Table 2: Descriptive Statistics (Mean & Standard Deviation)

No	Variable	Mean	Standard Deviation
1	Leader-Member Exchange (LMX)	3.67	0.93
2	Interpersonal Justice	4.29	0.74
3	Abusive Supervision	1.97	0.95
4	Job Satisfaction	3.78	0.97
5	Turnover Intention	3.25	0.87

Correlation Analysis:

In table 3, analysis revealed that key correlation insights, the **LMX** has a strong positive link with Interpersonal Justice (.674) and Job Satisfaction (.691) and a moderate negative link with Turnover Intention (-.448), the **Abusive Supervision** correlates that negatively with Justice (-.575) and Job Satisfaction (-.335) and positively with Turnover Intention (.374) and **Job Satisfaction** shares high negative relationship with Turnover Intention (-.612).

Table 3: Correlation Matrix

No	Variable	1 (LMX)	2 (Justice)	3 (Abusive)	4 (Job Sat.)	5 (Turnover)
1	Leader-Member Exchange (LMX)	1.000				
2	Interpersonal Justice	.674	1.000			
3	Abusive Supervision	-.410	-.575	1.000		
4	Job Satisfaction	.691	.506	-.335	1.000	
5	Turnover Intention	-.448	-.337	.374	-.612	1.000

Correlation Strength Guide:

- Strong (≥ 0.6) – Bold & Underlined if applicable
- Moderate (0.3–0.59) – Bold
- Weak (< 0.3) – Not present in this dataset

Summary Table: Correlation Strength Classification

Table 4: Correlation Strength Classification

Relationship	Correlation (r)	Strength
LMX \leftrightarrow Interpersonal Justice	.674	Strong
LMX \leftrightarrow Job Satisfaction	.691	Strong
Job Satisfaction \leftrightarrow Turnover Intention	-.612	Strong
LMX \leftrightarrow Turnover Intention	-.448	Moderate
Justice \leftrightarrow Abusive Supervision	-.575	Moderate
Justice \leftrightarrow Job Satisfaction	.506	Moderate
Abusive Supervision \leftrightarrow Turnover Intention	.374	Moderate
Abusive Supervision \leftrightarrow Job Satisfaction	-.335	Moderate (Weak-Moderate)

Reliability Analysis

This research presents the reliability check of five big variables which were measured in this study, including Leader-Member Exchange (LMX), Interpersonal Justice, Abusive Supervision, Job Satisfaction, and Turnover Intention, reliability was checked by Cronbach's alpha, an index of internal consistency, with larger values (closer to 1) indicating greater reliability.

- **Key Findings:** In table 5, Reliability analysis revealed that the scales used in the study demonstrate solid reliability, Leader-Member Exchange ($\alpha = 0.908$) shows **excellent internal consistency**, Interpersonal Justice, Abusive Supervision, and Job Satisfaction ($\alpha \approx 0.87\text{--}0.88$) **exhibit good reliability**, Turnover Intention ($\alpha = 0.734$) **has acceptable reliability**, appropriate for a 3-item scale.
- All measurement scales demonstrate acceptable to excellent reliability, supporting their suitability for analysis, LMX shows the highest reliability ($\alpha = 0.908$), while Turnover Intention is acceptable, future studies may enhance its consistency by adding more items, the tools for Interpersonal Justice, Abusive Supervision, and Job Satisfaction are confirmed to be reliable and consistent.

Table 5: Reliability Analysis (Cronbach's Alpha)

Variable	Number of Items	Cronbach's Alpha (α)	Reliability Interpretation
Leader-Member Exchange (LMX)	7	0.908	Excellent
Interpersonal Justice	4	0.878	Good
Abusive Supervision	5	0.872	Good
Job Satisfaction	4	0.876	Good
Turnover Intention	3	0.734	Acceptable

Interpretation of Cronbach's Alpha Values:

Cronbach's alpha values were interpreted using the following widely accepted thresholds:

- $\alpha \geq 0.9 \rightarrow$ Excellent reliability
- $0.8 \leq \alpha < 0.9 \rightarrow$ Good reliability
- $0.7 \leq \alpha < 0.8 \rightarrow$ Acceptable reliability
- $\alpha < 0.7 \rightarrow$ Questionable/Poor reliability

Conclusion

Reliability testing confirms that all the scales used in the research are psychometrically sound with Cronbach's alpha values above the cut-off point of 0.7, and this confirms that the variables can be used confidently for correlation, regression, or any other multivariate analysis without being plagued by problems of measurement inconsistency.

Testing Research Model Fit - Path Analysis of Research Model

Introduction

The research in this article presents the results of a path analysis of a sample of N=237 participants in order to examine hypothesized research model examining workplace variables' interrelations, and the analysis inspects both path coefficients and model fit indices in order to examine hypothesized interrelations between Abusive Supervision, Interpersonal Justice, Leader-Member Exchange (LMX), Job Satisfaction, and Turnover Intention.

Model Fit Assessment

Table 6: Model Fit Results

Fit Index	Result	Threshold	Interpretation
P-value (χ^2)	.527	>.05	Excellent fit (non-significant)
CFI	1.000	$\geq .95$	Perfect fit
IFI	1.002	$\geq .95$	Excellent fit
TLI	1.003	$\geq .95$	Excellent fit
RMSEA	.000	$\leq .06$	Perfect fit
NFI	.992	$\geq .90$	Excellent fit
GFI	.993	$\geq .90$	Excellent fit
AGFI	.979	$\geq .90$	Excellent fit
RMR	.021	$\leq .08$	Excellent fit

Interpretation

The model fits the data extremely well with all indices exceeding recommended cutoffs, the non-significant χ^2 ($p=.527$) and perfect values for CFI, IFI, TLI, and RMSEA indicate the model perfectly replicates the observed covariance structure, such good fit shows the hypothesized relations are strongly supported by the data.

Path Analysis Results

Table 7: Standardized Path Coefficients (N=237)

Path	Estimate	S.E.	C.R.	P	Interpretation
Interpersonal Justice \leftarrow Abusive Supervision	-.450	.042	-10.810	***	Strong negative effect
LMX \leftarrow Interpersonal Justice	.848	.060	14.032	***	Very strong positive effect
Job Satisfaction \leftarrow LMX	.718	.049	14.692	***	Strong positive effect
Turnover Intention \leftarrow Job Satisfaction	-.489	.046	-10.538	***	Moderate negative effect
Turnover Intention \leftarrow Abusive Supervision	.173	.047	3.655	***	Weak but significant positive effect

Key Findings

- 1- Abusive Supervision significantly reduces Interpersonal Justice ($\beta=-.450$)
- 2- Interpersonal Justice strongly enhances LMX ($\beta=.848$)
- 3- LMX significantly increases Job Satisfaction ($\beta=.718$)

- 4- Job Satisfaction reduces Turnover Intention ($\beta = -.489$)
- 5- Abusive Supervision has a direct, though weaker, effect on increasing Turnover Intention ($\beta = .173$)

All paths were statistically significant at $p < .001$.

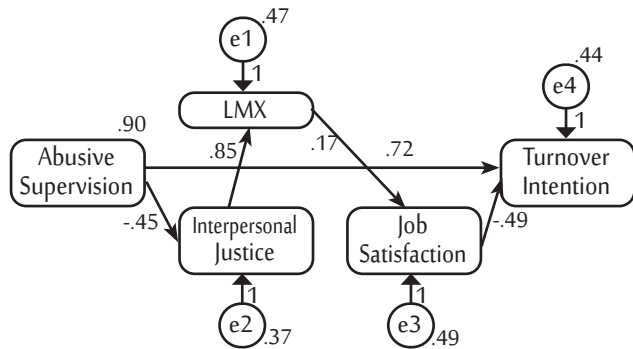


Figure 2. Standard Estimation conducted by AMOS

Effect Size Analysis

The strongest effects were observed in:

- 1- The positive impact of Interpersonal Justice on LMX ($\beta = .848$)
- 2- The positive influence of LMX on Job Satisfaction ($\beta = .718$)

The weakest (though still significant) effect was the direct path from Abusive Supervision to Turnover Intention ($\beta = .173$).

Discussion and Conclusion

Regarding the first hypothesis, the results and theoretical frameworks strongly support a negative relationship between abusive supervision and interpersonal justice perceptions. Abusive supervision, by its very nature, violates the fundamental components of interpersonal justice, such as respect, dignity, and fairness, the mistreatment embedded in abusive behavior diminishes employees' sense of being valued and respected, leading to lower interpersonal justice perceptions. Consistent with Tepper et al. (2006) and Colquitt (2001), our findings reinforce that abusive supervisory behavior erodes the quality of interpersonal exchanges, creating an emotionally hostile work environment, this has important implications for leadership training, emphasizing the necessity of respectful communication to foster fairness perceptions.

For the second hypothesis, Abusive supervision was found to positively influence turnover intention, aligning with extensive literature that links mistreatment by supervisors to employee withdrawal (Mitchell & Ambrose, 2007; Tepper, 2000), this relationship is driven by the emotional strain, job dissatisfaction, and perceived violation of psychological contracts resulting from abuse, employees subjected to chronic supervisory mistreatment may view departure as the only viable option to restore psychological equilibrium, this highlights the critical need for organizations to implement zero-tolerance policies toward abusive behaviors and establish reporting systems to safeguard employee well-being and reduce attrition.

The third hypothesis, positive impact of interpersonal justice on quality of LMX supports the contention that fair treatment by leaders is core to building effective dyadic relationships as argued by Graen & Uhl-Bien (1995), LMX relies on trust and respect for each other—qualities developed directly via interpersonal justice, employees perceiving fairness in how they are treated are likely to react with loyalty, openness, and trust, hence enhancing quality of LMX, this outcome is stressing the need to build a leadership style that focuses on justice to establish more productive and stronger supervisor-subordinate relationships.

Regarding the fourth hypothesis, A robust positive relationship between LMX and job satisfaction confirms existing findings in the literature (Gerstner & Day, 1997; Ilies et al., 2007), high-quality LMX provides employees with greater emotional and instrumental support, boosting their sense of competence, inclusion, and appreciation—key drivers of job satisfaction, leaders who maintain close, supportive exchanges with employees create work environments that fulfill psychological needs, thereby enhancing morale and reducing workplace dissatisfaction, organizational interventions aimed at strengthening LMX should, therefore, be prioritized to improve overall employee well-being.

For the fifth hypothesis, the inverse relationship between job satisfaction and turnover intention is well-established and reinforced by our findings (Mobley, 1977; Hom & Griffeth, 1995), satisfied employees are emotionally and psychologically invested in their roles and organizations, reducing their inclination to seek alternatives, conversely, dissatisfaction prompts employees to disengage and explore new employment opportunities, these findings advocate for continuous assessment of job satisfaction levels and proactive adjustments to job roles, work conditions, and leadership practices to mitigate turnover.

Regarding the sixth hypothesis, the mediating role of interpersonal justice in the relationship between abusive supervision and LMX provides valuable insights into the mechanism by which abusive behavior deteriorates leader-member relationships, abusive supervision directly undermines perceptions of interpersonal justice, which are critical for fostering trust-based LMX relationships, when interpersonal justice is low, employees are less likely to reciprocate with trust and cooperation, weakening the relational quality with their supervisors, this mediation pathway (Tepper, 2000; Cropanzano et al., 2001) suggests that mitigating perceptions of injustice could buffer the detrimental effects of abusive supervision on LMX quality.

For the seventh hypothesis, the mediating role of LMX in the relationship between interpersonal justice and job satisfaction suggests a sequential mechanism through which fair treatment enhances employee well-being, interpersonal justice fosters strong LMX bonds, which in turn contribute to heightened job satisfaction, this indirect path aligns with prior studies (Loi et al., 2009; Colquitt, 2001) emphasizing the

social exchange foundation of workplace satisfaction, these findings reinforce the need for managerial practices that prioritize fairness and respectful treatment to indirectly enhance job satisfaction via relational quality.

As for the eighth hypothesis, Lastly, the mediating role of job satisfaction in the relationship between LMX and turnover intention confirms a dual-layered model of employee retention, high-quality LMX improves job satisfaction, which then decreases the likelihood of turnover, this indirect pathway aligns with the social exchange theory and empirical evidence (Tett & Meyer, 1993; Liden & Maslyn, 1998), organizations seeking to reduce turnover should focus on both enhancing LMX quality and maintaining high levels of job satisfaction as part of a holistic employee retention strategy.

In conclusion, this study outlines a comprehensive model which interrelates abusive supervision, interpersonal justice, LMX, job satisfaction, and turnover intention in a theoretically derived and empirically supported model, abusive supervision emerges as a critical destructive force that desecrates justice perceptions and erodes leader-member relationships, eventually contributing to turnover intentions, whereas interpersonal justice and quality LMX are revealed to foster job satisfaction and organizational commitment.

The mediation analyses further illuminate the complex pathways by which supervisory behavior and interpersonal treatment affect critical outcomes, these findings highlight the importance of leadership development, justice-focused workplace policies, and employee engagement initiatives. Future research could explore boundary conditions such as organizational culture or individual resilience, which may moderate these relationships. Practically, these results advocate for leadership interventions, respectful workplace training, and justice-enhancing organizational practices to strengthen employee retention and satisfaction.

Practical Implications

- 1- **Leadership & Training:** train leaders in emotional intelligence, empathy, and respectful communication, focus on fairness, interpersonal justice, and conflict resolution in leadership programs and encourage personalized leadership to improve leader-member relationships (LMX).
- 2- **Employee Well-being & Support:** provide counseling, mentoring, and EAPs for affected employees and promote psychological safety and stress management to reduce burnout.
- 3- **Organizational Culture & Fairness:** build a culture of respect, transparency, and fairness and ensure unbiased performance evaluations and equitable treatment.
- 4- **Reporting & Conflict Management:** set up confidential, non-retaliatory reporting systems for abuse and use early detection tools to address issues proactively.

- 5- **Employee Retention & Engagement:** boost job satisfaction through recognition, career growth, and better work conditions, strengthen LMX relationships to enhance motivation and loyalty and conduct regular satisfaction surveys to identify concerns.
- 6- **Reducing Turnover & Building Trust:** recognize and reward employees to increase retention, improve leader-follower relationships to minimize conflicts and promote ethical leadership to foster trust and commitment.

Expected Outcomes

- Fewer cases of abusive supervision.
- Stronger LMX, leading to higher job satisfaction.
- Lower turnover rates and better talent retention.
- A healthier, more productive workplace.

These strategies help create a **supportive, fair, and engaging work environment.**

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