

**THE EFFECT OF ABUSIVE SUPERVISION ON HOTEL EMPLOYEE
TURNOVER INTENTION: MEDIATING ROLE OF WORK ENGAGEMENT
AND MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT**

Tran Thi Tuyet

Abstract

Abusive supervision is a critical factor influencing employee behavior, yet its impact has been underexplored in the tourism and hospitality sector. In particular, limited research has examined the mediating role of work engagement and the moderating role of perceived organizational support in this context. This study addresses these gaps by investigating whether work engagement mediates the relationship between abusive supervision and turnover intention, and whether perceived organizational support moderates the link between abusive supervision and work engagement. Using survey data from 249 hotel employees in Hanoi, Vietnam, and employing SmartPLS for analysis, the results indicate that abusive supervision has a negative impact on turnover intention, with work engagement acting as a significant mediator. Furthermore, perceived organizational support was found to moderate the relationship between abusive supervision and work engagement. These findings enhance the understanding of turnover intention in the hospitality industry and provide practical guidance for hotel managers seeking to reduce employee turnover.

Keywords: Turnover intention, abusive supervision, work engagement, perceived organizational support, hotels.

**ẢNH HƯỞNG CỦA HÀNH VI GIÁM SÁT LẠM DỤNG ĐỐI VỚI Ý ĐỊNH NGHỈ VIỆC
CỦA NHÂN VIÊN KHÁCH SẠN: VAI TRÒ TRUNG GIAN CỦA SỰ GẮN KẾT
CÔNG VIỆC VÀ VAI TRÒ ĐIỀU TIẾT CỦA CẢM NHẬN HỖ TRỢ TỪ TỔ CHỨC**

Trần Thị Tuyết

Tóm tắt

Hành vi giám sát lạm dụng là một yếu tố quan trọng ảnh hưởng đến hành vi của nhân viên, tuy nhiên tác động của nó vẫn chưa được khai thác đầy đủ trong lĩnh vực du lịch và khách sạn. Đặc biệt, số lượng nghiên cứu xem xét vai trò trung gian của sự gắn kết công việc và vai trò điều tiết của cảm nhận hỗ trợ từ tổ chức trong bối cảnh này còn hạn chế. Nghiên cứu này nhằm khắc phục khoảng trống đó bằng cách khảo sát liệu sự gắn kết công việc có đóng vai trò trung gian trong mối quan hệ giữa giám sát lạm dụng và ý định nghỉ việc hay không, đồng thời xem xét liệu cảm nhận hỗ trợ từ tổ chức có điều tiết mối liên hệ giữa giám sát lạm dụng và sự gắn kết công việc hay không. Dữ liệu khảo sát được thu thập từ 249 nhân viên khách sạn tại Hà Nội, Việt Nam và được phân tích bằng phần mềm SmartPLS. Kết quả cho thấy giám sát lạm dụng tác động tiêu cực đến ý định nghỉ việc, trong đó sự gắn kết công việc đóng vai trò trung gian đáng kể. Bên cạnh đó, cảm nhận hỗ trợ từ tổ chức được xác định có vai trò điều tiết mối quan hệ giữa giám sát lạm dụng và sự gắn kết công việc. Những phát hiện này góp phần mở rộng hiểu biết về ý định nghỉ việc trong ngành khách sạn và cung cấp các gợi ý thực tiễn cho nhà quản lý trong việc giảm thiểu tình trạng nhân viên rời bỏ tổ chức.

Từ khoá: Ý định nghỉ việc, giám sát lạm dụng, sự gắn kết công việc, cảm nhận hỗ trợ từ tổ chức, khách sạn.

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1. Introduction

Abusive supervision is defined as persistent, adversarial verbal and nonverbal conduct exhibited by supervisors toward their subordinates (Tepper, 2000). It represents a considerable concern within the hotel industry, which is notably characterized by the labor-intensive nature of hospitality work. Empirical research suggests that the prevalence of abusive supervision is heightened and exhibits greater complexity due to the hierarchical labor framework and the intricate cultural background (Yu et al., 2020). This elevated incidence is ascribed to high-stress environments coupled with insufficient supervision, thereby increasing abusive behaviors (Ortynsky et al., 2024; Yu et al., 2023; Zhang & Bednall, 2016). Such conditions result in profound ramifications, encompassing psychological distress, increased turnover intention, and service sabotage among hotel employees (Hussain et al., 2023; Moin et al., 2021; Selem et al., 2023; Xu et al., 2018). Despite the problematic issues of abusive supervision in the hospitality industry, there is a paucity of research on the topic, with limited studies exploring its impacts.

Therefore, addressing this gap is crucial to enhancing employee well-being and reducing hotel turnover.

Existing literature has highlighted that abusive supervision negatively impacts employees' behaviors (AlZgool et al., 2023; Eluwole et al., 2022; Zhao & Guo, 2019). Research consistently revealed that employees facing abusive supervision often encountered increased stress, decreased job satisfaction, and diminished mental health, leading to lower productivity and higher turnover rates (Al-Hawari et al., 2020; Hussain et al., 2023; Moin et al., 2021; Selem et al., 2023; Xu et al., 2018). Conversely, Lee et al. (2013) proposed that moderate abusive supervision may inspire employee creativity. This raises an intriguing question about how positive work behaviors (e.g., creativity) can emerge from abusive supervision, despite its unethical nature. This phenomenon can be explained by the fact that some employees perceive abusive supervision as a challenge rather than a threat. As a result, they may exert greater effort or think more creatively to solve problems, gain favor, avoid punishment, and reduce turnover. In this context, we can infer that abusive supervision does not invariably have a negative impact on employee

behavior. Therefore, a notable research gap exists in understanding why and how abusive supervision affects employees' behavior, such as turnover intention, especially within the hospitality industry.

In addition, research consistently highlights that abusive behavior in the workplace can lead to increased employee turnover intentions through various mediating mechanisms, such as emotional exhaustion, work stress, job satisfaction, and diminished engagement (Ali et al., 2022; Bamfo et al., 2018; Rahman, 2023). Additionally, moderating factors such as self-esteem, workplace friendships, and organizational climate can significantly buffer or even alleviate these effects, emphasizing the vital role of nurturing environments and individual strengths in counteracting the adverse effects of workplace abuse (Ali et al., 2022; Liu et al., 2019; Mahmood et al., 2024). However, there has been limited focus on the mediating role of work engagement and the moderating role of perceived organizational support. Therefore, this study aims to explore why and how abusive supervision influences employees' turnover intentions in the hospitality sector.

To address these gaps, this study advances three contributions. First, it examines how abusive supervision influences hotel employees' turnover intentions by introducing work engagement as a mediating mechanism, thereby clarifying the psychological process through which supervisory mistreatment reduces employees' attachment to their work. Second, it extends social exchange theory by examining the moderating role of perceived organizational support, illustrating how supportive organizational environments can mitigate the adverse effects of abusive supervision. Ultimately, it enriches the hospitality literature by situating abusive supervision in a sector characterized by high turnover, offering both theoretical and practical insights for enhancing employee retention and promoting healthier workplace environments.

2. Literature review

2.1. Social exchange theory

Social Exchange Theory (SET) is a psychological and sociological framework that explains human relationships through the evaluation of perceived costs, benefits, and reciprocal exchanges. First articulated by Blau (1964/2017), the theory posits that individuals engage in interactions when they expect the rewards (e.g., trust, recognition, support) to outweigh the costs (e.g., time, effort, stress).

In organizational research, SET has become one of the most widely applied frameworks for examining employee behavior (Cropanzano & Mitchell, 2005). Rather than reiterating general definitions, this study emphasizes how SET provides a lens for understanding the dynamics between abusive supervision and employee responses. Workplace relationships are structured around reciprocity and mutual obligation: when supervisors treat employees fairly, employees typically reciprocate with constructive behaviors, such as organizational citizenship (Cropanzano & Mitchell, 2005). By contrast, abusive supervision, characterized

by sustained hostile verbal and nonverbal conduct, constitutes a breach of these exchange norms. Such violations erode trust, diminish discretionary effort, and weaken emotional engagement. Over time, these reactions undermine leader-member exchanges, foster withdrawal behaviors, and ultimately increase the intention to turnover.

2.2. Abusive supervision

Abusive supervision is characterized by subordinates' perceptions of the degree to which supervisors consistently exhibit hostile verbal and nonverbal behaviors, excluding physical contact (Tepper, 2000). Typical examples include humiliating employees in the presence of peers, employing intimidation strategies, and utilizing the silent treatment (Harvey et al., 2007). The phenomenon of abusive supervision can be elucidated through the toxic triangle model (Padilla et al., 2007), which delineates three interconnected components: destructive leaders, vulnerable followers, and enabling environments. Destructive leaders, particularly those exhibiting narcissistic or psychopathic traits, frequently leverage their authority for personal gain and emotional manipulation (Fehn & Schütz, 2021; Jones & Hom, 2021). Vulnerable subordinates, particularly those demonstrating inadequate performance, are more susceptible to experiencing mistreatment due to their vulnerability (Tepper et al., 2011). Furthermore, highly competitive and high-pressure organizational cultures may facilitate abusive behaviors by endorsing dominance and aggression as acceptable elements of workplace norms (Ng et al., 2021; Tiwari & Jha, 2021). Although significant research has focused on the antecedents and consequences of abusive supervision in general management contexts, there has been a lack of exploration of its consequences within the hospitality sector.

In addition, even when studies focus on abusive supervision in the hospitality industry, they mainly focus on employees' helping behavior (Zhao & Guo, 2019), psychological distress (Selem et al., 2023), constructive deviance (Pan et al., 2018), and job outcome (Pradhan & Jena, 2018). Little attention has been paid to hotel turnover intentions, where interpersonal relationships and employees' behaviors play a pivotal role in daily operations.

2.3. Abusive supervision and turnover intention

Turnover intention refers to an employee's conscious and deliberate willingness to leave their current job or organization (Nguyen et al., 2023). For example, a hotel staff member who frequently thinks about quitting or actively looks for other job opportunities is exhibiting turnover intention. This mindset can lead to turnover, disrupt service quality, increase recruitment and training costs, and negatively impact team morale (Cohen et al., 2016; Kang & Hyun, 2012; Nguyen et al., 2023; Wong & Cheng, 2020). Therefore, researching turnover intentions in the hotel industry is crucial for developing effective strategies to retain employees and ensure consistent service delivery in a highly competitive market.

From the lens of SET, abusive supervision is a

significant antecedent of employee turnover intention, as it violates the core principles of fairness, mutual respect, and reciprocity that underpin positive workplace relationships (Blau, 2017). When employees are subjected to sustained hostility, such as public ridicule or emotional neglect, they perceive a breach in the psychological contract with their supervisors. Rather than receiving support and recognition in exchange for their contributions, they are met with disrespect and harm. This perceived inequity erodes trust and emotional attachment to the organization, making turnover a logical response to cope with the situation. In hospitality contexts, where employees frequently engage in teamwork and high-contact service interactions, the impact of abusive supervision can be even more severe. The breakdown of positive supervisor-subordinate exchanges weakens employees' organizational commitment and fosters a desire to escape the toxic environment. Thus, based on SET, abusive supervision undermines employee morale and productivity and significantly increases their intentions to leave the organization. Hence, a hypothesis is proposed as follows:

H1: Abusive supervision positively affects turnover intention.

2.4. Mediating role of work engagement

Work engagement refers to a positive, fulfilling state of mind related to work, characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Previous studies have shown that work engagement was linked to higher job performance, reduced absenteeism, and lower turnover intention across various industries, including hospitality (Asghar et al., 2021; Lu et al., 2016; Neuber et al., 2022; Olugbade & Karatepe, 2019). In the context of abusive supervision, employees experiencing such negative leadership are likely to feel emotionally exhausted and disengaged, which in turn increases their intention to leave the organization (Ali et al., 2022; Dhali et al., 2023). However, limited research has explored how work engagement operates as a mediating mechanism between abusive supervision and turnover intention, particularly in the hospitality sector, where emotional labor is high.

Based on SET, when employees are exposed to hostile verbal and non-verbal interactions, they interpret this as a violation of the social exchange, which reduces their work engagement and reflects their emotional and cognitive connection to their occupational responsibilities. This diminishment in engagement adversely affects their motivation and commitment, making them more inclined to quit the organization to reestablish equilibrium and safeguard their resources. Consequently, work engagement is a pivotal mediator between abusive supervision and turnover intention. It elucidates how detrimental supervisory conduct is to employees' affirmative work attitudes and ultimately heightens their intention to leave hotels. Thus, hypotheses are proposed as follows:

H2: Work engagement reduces turnover intention.

H3: The relationship between abusive supervision

and turnover intention is mediated by work engagement.

2.5. Moderating role of perceived organizational support

Perceived organizational support is the degree to which employees believe their organization values their work and cares about their welfare (Eisenberger et al., 2001). This perception is shaped by employees' interactions with leaders, human resource practices, and workplace conditions, and reflects the organization's commitment to its staff (Eisenberger et al., 2020; Kurtessis et al., 2017). Perceived organizational support is rooted in SET, where employees reciprocate perceived support with greater commitment and positive behaviors (Eisenberger et al., 2020; Kurtessis et al., 2017) such as work engagement. Specifically, when employees perceive that they receive a higher level of organizational support, they tend to engage more in their work (Dai & Qin, 2016; Imran et al., 2020), which in turn reduces turnover intention.

In this study, the author argues that despite the leader's abuse, employees interpret that the organization is still fulfilling its part of the social exchange. In contrast, abusive leadership is compounded by the perception that the organization also does not care, making the negative exchange relationship more severe. Employees are more likely to disengage because both direct and indirect exchanges are negative. This can buffer the negative emotional and motivational effects of abusive leadership. Thus, a hypothesis is proposed as follows:

H4: Perceived organizational support moderates the relationship between abusive supervision and work engagement.

3. Methodology

3.1. Sample and data collection

The study involved 282 hotel employees working at 3- to 5-star hotels in Hanoi, Vietnam. The employees voluntarily agreed to participate in the study, and small gifts, valued at approximately 20,000VND, were offered as incentives to encourage their participation.

Before the survey, the author contacted managers of ten hotels to request assistance in approaching their employees. Following this, 282 employees agreed to participate in the study. They were then provided with access to a structured questionnaire, available both in printed form and as an online survey link, depending on employee preference. This questionnaire included a description of the study's objectives and detailed instructions that participants were required to review and complete before proceeding. The consent form was attached to a questionnaire, emphasizing the voluntary nature of participation, assuring anonymity, and highlighting participants' right to withdraw at any time, promoting honest and comfortable engagement.

The data collection process lasted nearly one month, from March 4th to April 30th, 2025. During this period, 249 hotel employees completed the online survey, resulting in a final sample size of 249 for data analysis.

3.2. Instrument development

The survey instrument incorporated validated scales adapted from prior research to evaluate the

constructs of abusive supervision, work engagement, turnover intention, and perceived organizational support. Abusive supervision was measured using a five-item scale developed by Tepper (2000), which captures employees’ perceptions of sustained hostile behaviors by supervisors. Work engagement was assessed using the nine-item Utrecht Work Engagement Scale (UWES) created by Schaufeli et al. (2002), encompassing the dimensions of vigor, dedication, and absorption. Turnover intention was measured with a three-item scale adapted from Sjöberg and Sverke (2000), which gauges employees’ deliberate intent to leave the hotel. Perceived organizational support was evaluated through an eight-item scale based on the work of Dirican and Erdil (2022), with a minor change from “organization to hotel” to suit the study context, and four items were reversed in positive statements. All items were rated on a seven-point Likert scale, ranging from 1 (“strongly disagree”) to 7 (“strongly agree”), to ensure consistency across constructs.

3.3. Data analysis

In the current study, a comprehensive data analysis was conducted using a two-phase methodology within the framework of structural equation modeling (SEM). In the initial phase, the measurement model was meticulously evaluated to ascertain the reliability and validity of the constructs. Internal consistency reliability was assessed using Cronbach’s alpha, alongside composite reliability (CR), whereas convergent validity was investigated through factor loadings and the average variance extracted (AVE). The discriminant validity assessment was performed by applying the Heterotrait-Monotrait ratio (HTMT). Following the affirmation of the measurement model’s sufficiency, the subsequent phase focused on evaluating the structural model, which entailed analyzing the proposed relationships among abusive supervision, work engagement, turnover intention, and perceived organizational support. Bootstrapping with 5,000 resamples was utilized to ascertain the significance of direct, mediating, and moderating effects within the established model.

4. Results and Discussion

4.1. Results

Demographic profile

Table 1 shows the participants’ information. Accordingly, 71.5% of the participants were female, 58.6% were in the 30- to 50-year age range, and 47.4% reported having 5 to 10 years or less of experience.

Reliability and validity of constructs

To evaluate the measurement model, the authors meticulously follow the guidelines posited by Hair et al. (2023), employing outer loadings, Cronbach’s Alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and Heterotrait-Monotrait (HTMT) ratios. Table 2 demonstrates that the outer loading for all items exceeds the threshold of 0.5. Moreover, both Cronbach’s Alpha (which surpasses 0.7) and CR (also exceeding 0.7) are considered to be adequate. Thus, all constructs are classified as reliable.

In examining the convergence and discriminant validity of the scales, we utilized AVE and HTMT. As presented in Tables 4 and 5, all AVE coefficients are greater than 0.5, while the HTMT values consistently remain below the critical value of 0.9 (Hair et al., 2023). Additionally, Table 3 illustrates that the value of each construct is less than 0.85, underscoring its significance. Consequently, both convergence and discriminant validity are acknowledged as satisfactory.

Path analysis

The findings outlined in Table 6 suggest that abusive supervision has a negative impact on turnover intention ($\beta = -0.329, p < 0.001$), while work engagement has a positive impact on turnover intention ($\beta = 0.102, p < 0.001$). Consequently, H1 and H2 are supported.

In the context of mediation influences, abusive supervision displayed a significant effect on work engagement and impacted turnover intention ($\beta = -1.202, p < 0.001$; LL = -2.175, UL = -1.019). Thus, H3 is supported.

For the moderation effect, perceived organizational support moderated the relationship between abusive supervision and work engagement ($\beta = -0.108, p < 0.001$; LL = -0.664, UL = -0.525). Hence, H4 is supported.

Table 1: Participants’ profile

Variables	Frequency	Percent (%)
Gender		
Male	71	28.5
Female	178	71.5
Age		
Less than 30	82	32.9
30 – less than 50	146	58.6
Older 50	21	8.4
Working year in the hotel		
Less than 5 years	118	47.4
5 to less than 10 years	63	25.3
10 to less than 15 years	36	14.5
15 and above	32	12.9

Source: SPSS calculation

Table 2: Convergent validity

Constructs (1 st order)	Constructs (2 nd order)	Indicator	Factor loading	Alpha	CR	AVE
Abusive supervision		AS		0.888	0.888	0.614
		AS1	0.713			
		AS2	0.813			
		AS3	0.830			
		AS4	0.807			
Virgour		V		0.868	0.870	0.694
		V1	0.704			
		V2	0.831			
		V3	0.946			
Dedication		D		0.876	0.878	0.707
		D1	0.896			
		D2	0.848			
		D3	0.774			
Absorption		A		0.910	0.910	0.773
		A1	0.914			
		A2	0.764			
		A3	0.948			
		WE	0.835			
Perceived organizational support	Work engagement	OS		0.939	0.939	0.658
		OS1	0.766			
		OS2	0.847			
		OS3	0.856			
		OS4	0.819			
		OS5	0.802			
		OS6	0.768			
		OS7	0.815			
		OS8	0.813			
Turnover intention		TI		0.875	0.879	0.710
		TI1	0.707			
		TI2	0.924			
		TI3	0.881			

Source: SPSS calculation

Table 3: Discriminant validity (Fornell-Larcker)

Constructs	AS	WE	OS	TI
AS	0.784			
WE	0.779	0.841		
OS	0.879	0.770	0.811	
TI	0.775	0.796	0.731	0.833

Source: SPSS calculation

Table 4: Discriminant validity (HTMT ratio)

Constructs (1 st order)	A	AS	D	OS	TI	V
A						
AS	0.785					
D	0.758	0.801				
OS	0.728	0.767	0.771			
TI	0.772	0.779	0.765	0.731		
V	0.795	0.798	0.801	0.761	0.716	

Source: SPSS calculation

Table 5: Discriminant validity (HTMT ratio)

Constructs (2 nd order)	AS	WE	OS	TI
AS				
WE	0.720			
OS	0.701	0.796		
TI	0.706	0.751	0.717	

Source: SmartPLS calculation)

Table 6: Path analysis

Hypothesis	Relationship	β	t-values	p-values	LL	UL	Decision
H1	AS -> TI	- 0.329	- 6.096	0.000	- 0.893	- 0.617	Accepted
H2	WE -> TI	0.102	5.702	0.000	0.228	0.342	Accepted
H3	AS -> WE -> TI	- 0.202	- 5.863	0.000	- 2.175	- 1.019	Accepted
H4	AS x OS -> WE	- 0.108	- 4.704	0.000	- 0.664	- 0.525	Accepted

Source: SmartPLS calculation

4.2. Discussion

This study explores why and how abusive supervision influences employees’ turnover intentions in the hospitality industry. The results indicate that abusive supervision has a negative impact on turnover intention among hotel employees. This result is consistent with the results of previous studies (Rahman, 2023; Xu et al., 2018). The finding indicates that when hotel supervisors engage in abusive behaviors, it can significantly increase employees’ intentions to leave the hotel. This is due to increased stress, dissatisfaction, and a decline in organizational commitment. To address this issue, hotels should invest in leadership training programs that promote respectful and supportive management practices and establish clear policies and reporting systems to prevent and respond to supervisory misconduct.

This study, one of the first to test the mediating role of work engagement, finds that work engagement mediates the relationship between abusive supervision and turnover intention. Previous studies mainly focused on mediator variables, such as psychological distress, job disengagement, emotional exhaustion, job satisfaction, and voice behavior (Ali et al., 2022; Bamfo et al., 2018; Rahman, 2023), little attention has been paid to the mediating role of work engagement. This result suggests that abusive supervision reduces employees’ work engagement, which in turn increases turnover intention. This highlights the critical role of work engagement in retaining staff. To mitigate turnover, hotels should foster a positive work environment that enhances work engagement by promoting supportive leadership, recognizing employee contributions, and ensuring fair treatment.

In addition, this study finds that perceived organizational support moderates the relationship between abusive supervision and work engagement. This finding is pioneering because previous studies focused on other moderating variables, such as self-esteem, caring climate, organizational politics, workplace friendship, and mindfulness (Ali et al., 2022; Drory et al., 2022; Liu et al., 2019; Yang & Xu, 2024). The findings suggest that perceived organizational support can mitigate the adverse effects of abusive supervision on work engagement, thereby reducing turnover intention. In other words, when employees perceive a high level of support from hotels,

they are more likely to engage in their work and, hence, less likely to leave hotels. To reduce employee turnover, hotels should prioritize creating a just work environment by implementing transparent policies, fostering open communication, and ensuring that all employees are treated fairly and equally.

4.3. Implications

Theoretical implications

This study contributes to the literature on workplace behavior and employee turnover in the hospitality sector, offering several theoretical implications. First, while prior research has mainly examined abusive supervision as a direct antecedent of turnover intention (Rahman, 2023; Tepper, 2000; Xu et al., 2018), this study extends the literature by uncovering the mediating role of work engagement in this relationship. This provides a deeper understanding of how abusive supervision indirectly influences employees’ decisions to leave, suggesting that diminished engagement is a key psychological mechanism in this process. Second, the study supports the growing view that the impact of leadership behaviors on employee outcomes is context-sensitive, highlighting the need to consider underlying psychological processes, such as work engagement, when evaluating turnover behavior in the hotel industry. Third, the study introduces perceived organizational support as a significant moderating factor that shapes the relationship between abusive supervision, work engagement, and turnover intention. Unlike prior studies that often treat perceived organizational support as a direct predictor (Cao et al., 2020; Chen et al., 2022), this study demonstrates that perceived organizational support can mitigate the harmful effects of abusive supervision and low engagement, thus playing a protective role. Fourth, by showing that organizational support perceptions alter the strength of key relationships in the model, the findings suggest that organization-related constructs should be integrated more prominently in future leadership and turnover research.

Practical implications

For practitioners, the findings underscore the importance of mitigating abusive supervision, which can diminish engagement and increase turnover risk. Hotels should prioritize leadership development programs that foster empathy, active listening, and respectful communication. Clear codes of conduct

and regular performance reviews can further ensure accountability in supervisory practices. In addition, because engagement mediates the relationship between supervision and turnover, hotels should invest in initiatives such as employee recognition schemes, structured career development pathways, and work–life balance programs to strengthen commitment and retention.

The moderating effect of organizational support underscores that employees are less likely to disengage or leave when they feel valued, even under unfavorable supervisory conditions. Hotels can reinforce perceptions of support by responding promptly to complaints, ensuring fair and transparent treatment, and consistently recognizing employee contributions. By cultivating a climate of trust and fairness, these practices can substantially mitigate turnover intentions and promote long-term workforce stability.

5. Conclusion

In conclusion, this research offers valuable insights into the impact of abusive supervision on hotel employees' turnover intentions. The results substantiate that work engagement is a crucial mediating factor, elucidating how detrimental supervisory conduct undermines employees' psychological attachment to their roles, thereby heightening their propensity to resign. Moreover, the moderating influence of perceived organizational support underscores that perceptions of the support environment can mitigate the adverse consequences of

abusive supervision and diminished engagement. These findings underscore the importance of hotel organizations to foster supportive workplace environments, thereby alleviating the detrimental effects of toxic leadership and bolstering employee retention. By tackling both supervisory conduct and perceived organizational support, hotels can cultivate a more engaged, resilient, and dedicated workforce.

Limitations and future research

Despite its valuable findings, the current study has several limitations. First, data were collected only from hotel employees in selected urban areas, especially in Hanoi, which may limit the generalizability of the results to hotels in rural regions or different cultural or organizational contexts. Future research should encompass a broader range of geographic locations to enhance the external validity of the findings. Second, the study relied on self-reported data, which may be subject to common method bias or social desirability effects. Future studies should consider incorporating multi-source data, such as supervisor or peer evaluations, to validate employee responses. Third, although the study identified work engagement as a mediator and perceived organizational support as a moderator, it did not explore their potential moderating effects on the model. Future research could investigate whether variables such as job tension, organizational justice, and individual differences (goals, gender, culture, etc.) influence the relationships among abusive supervision, work engagement, and turnover intention.

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Thông tin tác giả:**Trần Thị Tuyết**

- Đơn vị công tác: Trường Đại học Thương mại

- Địa chỉ email: tuyett@tmu.edu.vn

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