

Workplace Bullying and Supervisor Support Effects on Turnover Intention: The Work-family Conflict Mediation

Ayu Putri Pertiwi ^{1*}, Aryana Satrya²
Universitas Indonesia, Depok, Indonesia
ayu.putri03@ui.ac.id^{1*}, aryana@ui.ac.id²

Abstract. The purpose of this paper is to examine the relationship between workplace bullying, supervisor support, and turnover intention that is mediated by work-family conflict among banking employees in Indonesia. A quantitative method study with a total of 200 banking employees as respondents was conducted in Indonesia. Structural equation modeling was used to analyze the relationship between workplace bullying, supervisor support, and turnover intention, with the mediation of work-family conflict. Workplace bullying increased work-family conflict and turnover intention among Indonesian banking employees. However, it was found that supervisor support does not influence the increase in work-family conflict and turnover intention. The research presented in this paper is mainly limited to databases that were searched due to the COVID-19 pandemic. Among the quantitative articles from the databases, there were few supporting works of literature accessible on workplace bullying in Asia because research on workplace bullying is uncommon. Using the findings of this research, practitioners may become aware of various behavioral and psychological aspects that may influence employee turnover intention and prevent them from occurring within the organization. This paper itself builds on the concept of Yoo and Lee (2018)'s work because of its focus in Asia. The present results of this research also prove that the trust and relationship between supervisor and subordinate can help retain employees, especially those who experience personal problems.

Keywords: Workplace bullying; Supervisor support; Work-family conflict; Turnover intention; Relationships

I. Introduction

The banking industry is an organization that specializes on both delivering funds and offering services. Employees have a critical role in determining the organization's success. The connection between service providers (employees) and service recipients (consumers) is unique to the service sector, implying that employees play an essential role as representatives of the company responsible for fulfilling consumer needs with the relevant services (Giao et al., 2020). It is essential for HRM to understand employees' emotions, attitudes, and well-being toward their work to reduce customer problems, decreased productivity, and increased turnover rates (Giao et al., 2020). Employee turnover itself is a challenging issue that almost all organizations encounter, especially those which specialize on providing services, because when employees leave, the quality of the services provided by the organization decreases accordingly (Mardanov et al., 2008). Workplace bullying (WB), supervisor support (SS), and work-family conflict (WFC) are some of the issues that banking employees encounter, all of which might influence their turnover intention (TI).

According to research conducted within the service industry, more than 80% of problems linked to the work environment may greatly influence employee's desire to resign (Jiang et al., 2021) and seek employment opportunities somewhere else (Lu et al., 2017) because they experience job dilemmas, ranging from the presence of overload, emotional fatigue, great psychological distress, and other psychological phenomena that may also hinder their productivity (Parker & Liao, 2016). Turnover intention may occur because the work environment has a psychological influence on employee well-being (Donley, 2021) that may stimulate or even prevent employee from working productively (Anasi, 2020). By analyzing the conditions faced by banking employee, this research is expected to help Human Resources Management (HRM) practitioners to understand the phenomena that may lead to employee turnover.

The banking industry is the focus of this study as earlier research has indicated that it has a greater rate of conflicts than other industries (Said & Tanova, 2021). However, research on WB within Asia is uncommon and infrequent, therefore relevant research in the Asian setting is limited because earlier studies have only examined at Western samples, which lack diverse cultures, non-Western societies, and hierarchical structures (Yoo & Lee, 2018).

To address the gap, this study examines the potential mediating role of WFC in the link between WB and SS with the spillover effect of TI among banking industry employees in Indonesia. This study also argues that WB and SS's impact on TI varies, depending on WFC. To understand whether there is correlation between those factors, the research was conducted using quantitative methodology that can show the correlation or causal effect within a population (Zyphur & Pierides, 2017).

II. Literature Review

The banking industry is among the major contributing industries of the global financial system, whereas the industry plays a crucial role for the economy (Chen & Cheng, 2013) and works as a financial

intermediary in a country, from the administration of deposits, loans, to other financial assets (Sáez-Fernández et al., 2021). The outbreak of COVID-19 pandemic caused a decrease in the global GDP, from 2,9% to 2,4% within one year (Gupta, et al., 2020). In Indonesia, despite the pandemic, the Deposit Insurance Corporation (LPS) said that the Indonesian banking sector remained stable with a surge in profit profitability of 34.1% as of 2021 or IDR 131.2 trillion (Rini, 2021), although the percentage of increase in the country's gross domestic product (GDP) decreased by 0.7% compared to the previous year's gain of 2.2% (Siregar et al., 2021). The number of local and international private banks operating in Indonesia has increased in recent years, causing the banking industry to become a competitive business environment and continue to develop swiftly, both micro and macro (Damayanti & Setyawardani, 2019). With the rapid and dynamic development, Indonesia's economy continues to grow by 5.7% (Bank Indonesia, 2021).

In customer-oriented organizations, organizations tend to put employees first because they interact directly with their daily customers (Rodrigues da Costa & Maria Correia Loureiro, 2019). Employees in this industry may be considered to play an essential role in bringing the organization's identity to reality for consumers (Karatepe et al., 2019). Employees are viewed as an organization's most valuable asset (Dupret & Pultz, 2022). Human resources are frequently used by organizations within the global business arena to gain a competitive advantage through employees' major contributions to the organization's profitability due to their knowledge, skills, and professional attitudes. (Hooi, 2021). One way to achieve competitive advantage is through human resource management (HRM) practices that can shape employee behavior, attitudes, and ethics, as well as organizational output (Whitener, 2001). Regardless, employee's behavior is strongly influenced by the existing work environment (Kang et al., 2021). The social exchange theory is the idea that may be utilized to comprehend employee attitudes (DeConinck, 2010). Social exchange is an individual's voluntary act of voluntary action carried out as a "reciprocity" of the treatment they receive (Afzal et al., 2019). Social exchanges carried out internally (between employees) have an influence on the quality of services provided by employees to customers (Wang et al., 2019).

Employee productivity might suffer because of various factors such as their comfort within their work environment (Gupta et al., 2020). One of the factors faced by employees are WB, SS, and WFC that may influence TI. According to data, 14.6% of employees had encountered WB, indicating that this deviant conduct is prevalent at organizational level (Peng et al., 2016). WB not only generates a hostile work environment, but also hinders employees' professional development (Yun et al., 2014) and has the ability to negatively impact the organization's productivity (Ahmad et al., 2017). Researchers found that WB in the United States and other nations such as Southern Europe and Asia (Samnani & Singh, 2016) generally involves verbal harassment, threats, scapegoating, insults, strong criticism, flirtation, or violation of privacy (Yun et al., 2014). This phenomenon is a threat to the organization and anyone affected (Glabek et al., 2018) where 13,6% of victims may opt to leave from the organization as a coping mechanism for such strain (Lee et al., 2021). WB can trigger long-term mental health complications (Power, et al., 2013) that lead to lower commitment, performance, absences increase (Appelbaum, Semerjian, & Mohan, 2012), and ultimately lead to the emergence of TI. (Peng, Chen, Chang, & Zhuang, 2016).

In Indonesia, WB situations are rarely examined by the public at large, since most organizations will conceal incidents such as this to prevent reputation damage and further investigations (The Finery Report, 2021). The occurrence of WB and how victims respond to it are all influenced by the organizational culture (Lee et al., 2021), where within Asian countries such as Indonesia (Petraki & Ramayanti, 2018) tend to have a work culture that emphasizes vertical communication (superior to subordinate), collaboration, values interpersonal relationships, and strongly oriented towards hierarchy, allowing WB a frequent occurrence (Anjum, et al., 2019). As an example, within the Asian context, research conducted in Korea showed that 25% of banking, education, and health industries employees are more likely to experience WB compared to employees in other industries, with an average of 24 occurrences each month (Yoo & Lee, 2018). In Asia, vertical communications tend to be more formal, however, more relaxed and informal relationships can be established between the two or more parties (Yang, Hao, & Song, 2020). Regardless, organizations are often unable to prevent WB as well as provide victims with adequate protection (Hodgins & McNamara, 2019).

Supervisors and their actions and behaviors may either help retain employees or cause them to leave (Gordon et al., 2019). SS indicates workers' perceptions of the quality of their supervisory relationships and the extent to which they believe their supervisor cares about their personal problems and well-being (Charoensukmongkol & Phungsoonthorn, 2020). 25% of employee motivation, productivity, and loyalty are all affected by how supervisors interact with them (Mikkelsen et al., 2019), where they are expected to perform more effectively and innovatively outside of their job description (Maden, 2015). Employees may feel obligated to reciprocate supervisors' support and generosity (Çakmak-Otluoğlu, 2012) by putting in dedication, effort, and increasing their quality of work for the organization, in the hopes of

securing recognition, acceptance, and respect in the workplace, as well as financial benefits (Charoensukmongkol & Phungsoonthorn, 2020). Employees who have a positive relationship with their supervisors also tend to be loyal and devoted to the organization (Vandenberghe et al., 2019), although they are more committed to individuals (supervisors) than to organizations as a whole (Newman et al., 2011).

Individuals and their families are affected by the presence of numerous challenges in the workplace. In Asia, workloads are generally higher, making WFC occurs more often than in the West (Zhang, Rasheed, & Luqman, 2020). Research in Asia has shown that work-related achievements are often a major interest in the family (Zu, Wu, Song, & Zhang, 2020) because Asia has collective culture (Zhang et al., 2020) where gender major role in influencing WFC and its effects (Aboobaker & Edward, 2020). WFC has bigger impact on women than men because they have maternal responsibilities and as a result, they tend to choose low-level jobs within their organizations (Peterson, Kara, Fanimokun, & Smith, 2019). When people must fulfill multiple roles at the same time, conflicts may emerge in the workplace and at home (Zu, Wu, Song, & Zhang, 2020), generating multiple conflicts (Kalliath, Kalliath, Chan, & Chan, 2020). Employees tend to quickly resolve conflicts, either by focusing on conflicts at home or at work (Rung, Oral, & Peters, 2021) and this leads to WFC. WFC is a broad term that refers to work experiences or difficulties that 'spill' into family life, creating tension, depression, anxiety, absenteeism, lower life satisfaction, poor family relationships (Grönlund & Öun, 2018), and poor work performance (Aboobaker & Edward, 2020). WFC alone may arise from work overtime, unclear shift hours, or limited work flexibility, that disrupt family time and responsibilities (Masuda, Sorthaix, Beham, & Naidoo, 2019). Several studies in other countries have shown that WFC has proven to have a positive impact on TI (Lu, et al., 2017) because employees have to divide their time, either for work or family responsibilities (Yildiz, Yildiz, & Arda, 2021).

According to research conducted within the service industry, more than 80% of problems linked to the work environment may greatly influence people's desire to resign (Jiang et al., 2021) and seek employment opportunities somewhere else (Lu et al., 2017). An employee with high employability will believe that he is entitled to advancement in his career, and if he does not receive it, he may resign (Santi et al., 2020). Organizations suffer in terms of time and expenses as a result of turnover and in exchange for giving up competent employees, organizations may require to spend on recruitment and training for replacement employees (Newman et al., 2011). Employee turnover costs a fortune because has the same value as an employee's annual salary (Zhang et al., 2020). An employee's desire or plan to resign from their current employment with the goal of obtaining another employment soon is known as TI (Mansour & Tremblay, 2018). TI is a threat to the organization (Rubel et al., 2017) because it has direct and indirect cost implications on both abandoned teams as well as within human resources management (Wu et al., 2017). It is important for organizations to analyze TI as an effort to review HRM policies within organization and prepare strategies to reduce operational costs that arise (Yucel, Şirin, & Baş, 2020) and to prevent a performance decrease of the department or team that is left behind (Yucel et al., 2021). According to previous research, WB could directly lead to WFC in the Asian context, where WFC can mediate the decrease in employee wellbeing and, as a result of WFC, employees transmit job problems to their families (Yoo & Lee, 2018). Based on this literature, the first hypothesis proposed in the study is:

Hypothesis 1: Workplace bullying is associated with higher work-family conflict

WFC may increase, according to prior research, if the supervisor disrupts the balance between WFC domains, causing tension between the supervisor and their subordinates. (Yorulmaz & Sevinc, 2021). Although the availability of social support from a supervisor may help reduce workplace stress, it can also have negative consequences within family (Zhang et al., 2020). Based on this, the second hypothesis raised is:

Hypothesis 2: Supervisor support negatively affects work-family conflict

Employees will consider resignation as the best choice as a result of their current work and familial environment conditions (Yorulmaz & Sevinc, 2021) amid unpleasant experiences such as workplace bullying (Coetzee & van Dyk, 2018). Based on this explanation, the next hypothesis is:

Hypothesis 3: Workplace bullying is associated with higher employee turnover intention

WFC can result in significant discrepancies between work and family responsibilities, affecting employee values. (Yildiz, Yildiz, & Arda, 2021). Employees that are subjected to WFC will be dissatisfied with their work, resulting in poor performance and the intentions to quit (Alsam, Imran, Anwar, Hameed, & Kafayat, 2013). WFC is one of the dominant factors that may influence turnover intention (Rubel et al., 2017). With WFC as a variable that mediates the other two variables, SS has a direct influence on work-

family conflict and the emergence of TI among employees (Yorulmaz & Sevinc, 2021). Therefore, the following hypothesis proposed based on this explanation is:

Hypothesis 4. Work-family conflict positively affects turnover intention

Turnover. intention develops gradually if employees are not satisfied with their work (Alkhateri, Abuelhassan, Khalifa, Nusari, & Ameen, 2018). Previous research has shown that sometimes leaders criticize their employees to develop their skills, however, this method might diminish employee work satisfaction (Rubel, Kee, & Rimi, 2017). Based on the literature, then the last hypothesis is:

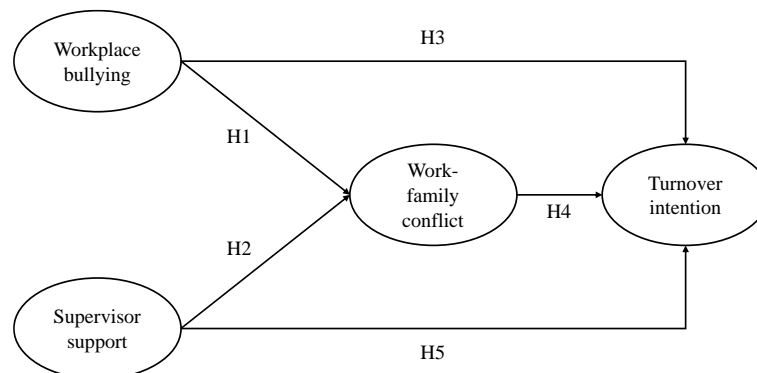
Hypothesis 5. Supervisor support negatively affects turnover intention

III. Research Method

Sampling and data collection

In light of the current epidemic, a Google Form was utilized to conduct a survey and collect relevant data. The main focus for the survey conducted is Indonesian banking industry employees aged 25-50 from all organizational levels that have supervisors at work. The study's purpose, scope, voluntary participation, and anonymity were explained to banking employees who volunteered to participate. In total, 200 valid responses were obtained and analyzed.

Of the total 200 Indonesian banking employees, 53,0% were male (N=106) and 47,0% (N=94) were female. Regarding the age, 24,0% aged between 25 and 30 years (N=48), 47,0% aged between 31 and 40 years (N= 94), and 29,0% were aged between 41 and 50 (N= 58). According to their marital status, 49% were married (N=98), 4,0% were separated (N=8), and 47,0% were single (N=94). In terms of number of children, 32,5% respondents have 1 to 2 children (N=65), 14,0% have 3 to 4 children (N=28), 5,0% have more than 4 children (N=10), while 48,5% do not have any children (N=97). In regards of educational background, 35,5% were diploma graduates (N=71), 53,0% were bachelor graduate (N=106), 10,0% were masters graduate (N=20), and 1,5% were doctoral graduate (N=3). Lastly, according to their working period at their current company, 7,5% had less than 1 year experience (N=15), 15,0% had 1-2 years experience (N=30), 33,0% had 3-5 years experience (N=66), 28,5 had 6-10 years experience (N=57), 11,0% had 11-15 years experience (N=22), and 5,0% had more than 15 years of experience (N=10).



Source: Authors' Development
Figure 1. Research model and hypotheses

Measures

To measure WB, the researcher adapted Taniguchi et al. (2015)'s scale which is an updated version of Einarsen and Raknes's Negative Act Questionnaire (NAQ) scale that contains three dimensions, person-related bullying (Cronbach's alpha=0.927) with total of six items, work-related bullying (Cronbach's alpha=0.918) with total of three items, and sexual harassment (Cronbach's alpha=0.860) with the total of three items. The scale for WB includes items such as "Someone withholding necessary information so that my work gets complicated." To evaluate SS, this study used Dysvik et al. (2014)'s scale, containing one dimension and four items (Cronbach's alpha=0.870) with items such as "my supervisor cares about my opinions." To assess WFC, Xu et al. (2020)'s scale, containing one dimension and five items (Cronbach's alpha=0.948) with items including "The amount of time my job takes up makes it difficult to fulfill family responsibilities." Finally, to assess TI, researcher used Abdalla et al. (2021)'s one dimensional scale with three items (Cronbach's alpha=0.917), containing items such as "Likely, I will actively look for a new job next year." The responses measured using five-point Likert scale (1=strongly disagree, 5=strongly agree).

Analytical strategy

Validity and reliability tests on the previous studies had been conducted, however, to ensure that the scales used are accurate, a pretest that was analyzed using SPSS was performed again resulting in valid and reliable scores using Cronbach's alpha. The obtained data through maintest were analyzed using Lisrel 8.8 software, where confirmatory factor analysis (CFA) was used to analyze the model obtained.

IV. Results and Discussion

Confirmatory Factor Analysis (CFA)

After the respondents' results reached the minimum sample limit of 200 respondents, the CFA was used to test the validity at the maintest stage so that the standardized loading factor (SLF) value was found. The SLF value is used to reference whether the items on the questionnaire are declared valid. If the SLF value of the CFA result on each question item is above 0.5, then the question item can be said to be valid and does not need to be excluded from the list item (Ramli et al., 2018). The reliability test at the maintest stage is carried out by calculating the value of Construct Reliability (CR) whose value must be above 0.7 and Variance Extracted (VE) whose value must be above 0.5 (Hair et al., 2014). Based on the table below, there are two items that must be removed because they do not reach the minimum score.

Table 1. Confirmatory Factor Analysis

Variable	Items	SLF>0.5	Error	Information
WB	CR=0.94, VE=0.60			Reliable
WB1	Gossip or rumours about you	0.77	0.41	Valid
WB2	Social exclusion from co-workers or group activities	0.64	0.59	Valid
WB 3	Repeated offensive remarks about you or your private life	0.79	0.38	Valid
WB 4	Verbal abuse	0.77	0.40	Valid
WB 5	Repeated reminders about your blunders	0.75	0.44	Valid
WB 6	Silence or hostility as a response to your questions or attempts at conversations	0.78	0.39	Valid
WB 7	Someone withholding necessary information so that your work gets complicated	0.82	0.33	Valid
WB 8	Ordered to do work below your level of competence	0.79	0.38	Valid
WB 9	Reactions from others because you work too hard	0.78	0.39	Valid
WB 10	Unwanted sexual advances	0.78	0.40	Valid
WB 11	Unwanted sexual attention	0.79	0.37	Valid
WB 12	"Funny" surprises	0.85	0.25	Valid
SS	CR=0.90, VE=0.70			Reliable
SS 1	My supervisor cares about my opinions	0.81	0.34	Valid
SS 2	My work supervisor really cares about my well-being	0.84	0.29	Valid
SS 3	My supervisor shows concern for me	0.87	0.24	Valid
SS 4	My supervisor strongly considers my goals and values	0.84	0.29	Valid
WFC	CR=0.89, VE=0.63			Reliable
WFC 1	The demands of my work interfere with my home and family life	0.79	0.37	Valid
WFC 2	The amount of time my job takes up makes it difficult to fulfill family responsibilities	0.79	0.37	Valid
WFC 3	Things I want to do at home do not get done because of the demands my job puts on me	0.79	0.38	Valid
WFC 4	My job produces strain that makes it difficult to fulfill family duties	0.80	0.36	Valid
WFC 5	Due to work-related duties, I have to make changes to my plans for family activities	0.80	0.36	Valid
TI	CR=0.84, VE=0.63			Reliable
TI 1	Likely, I will actively look for a new job next year	0.79	0.37	Valid
TI 2	I often think about quitting	0.80	0.35	Valid
TI 3	I will probably quit this job next year	0.80	0.37	Valid

Source: Researcher's processed data (2022)

Goodness of Fit (GoF)

Goodness of Fit (GOF) is used to determine the degree of prediction of the overall model against the correlation and covariance matrix, where the P-value of Chi-square which must be valued below 0.05, RMSEA which must be valued below 0.08, and NFI, NNFI, CFI, IFI, RFI, GFI, AGFI, whose value should be above 0.9 (Ramli et al., 2018). The results obtained found that all criteria met the minimum required values.

Table 2. Goodness of Fit

GoF criteria	Cut-off value	Results	Conclusion
<i>P-value</i> Chi-square	<0.05	0.072	Good fit
RMSEA	>0.05	0.026	Good fit
NFI	<0.9	0.98	Good fit
NNFI	<0.9	1.00	Good fit
CFI	<0.9	1.00	Good fit
IFI	<0.9	1.00	Good fit
RFI	<0.9	0.97	Good fit
GFI	<0.9	0.87	Marginal fit
AGFI	<0.9	0.73	Marginal fit

Source: Researcher's processed data (2022)

Structural Model and Hypothesis Test

Hypothesis testing is carried out by structurally testing the model first on Lisrel, where the structural model test will produce a T-value on each path of the relationship between the latent variables. A hypothesis is accepted when the T-value is above 1.96 (Hair et al., 2014).

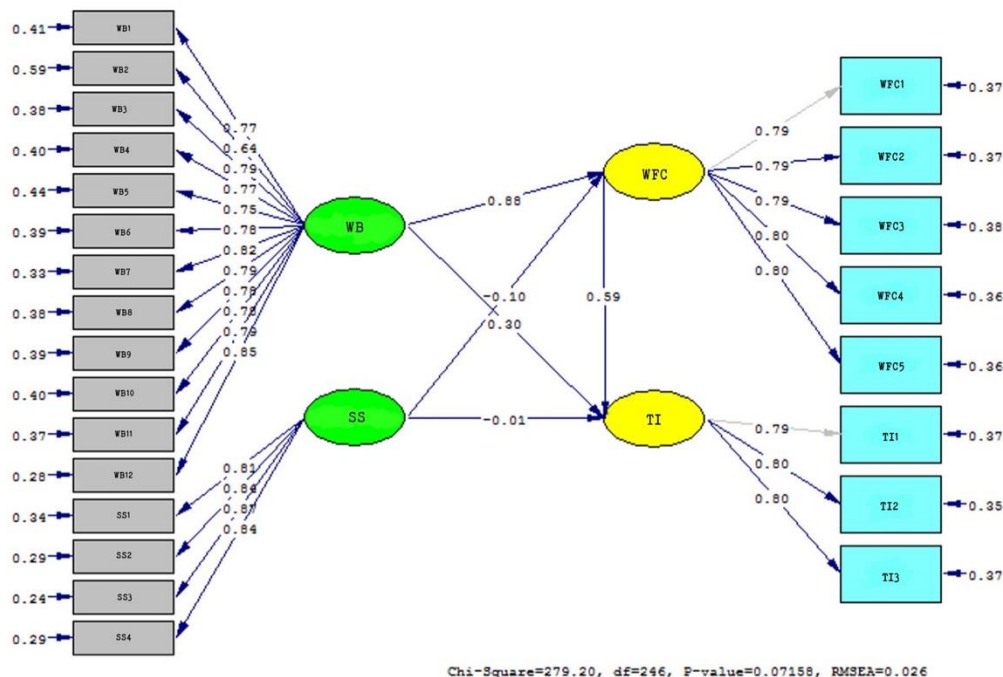


Figure 2. Structural modeling result

Direct Effect

Based on Figure 2 above, it was found that WB affects WFC positively due to the t-value (11,61)>1.96. The results also showed that WB had a positively significant influence on TI with a t-value score (2,12)>1.96. Hypotheses 1 and 3 are answered by these two findings.

On the other hand, the SS has a negative significant direct influence on the WFC because the SS t-value scores (-2,28)>1.96. The results also showed that SS has a negative and not significant impact on TI with a t-value score (-0,18)>1.96. Since both hypotheses attempt to verify the negative findings that have occurred, the data acquired in this section could answer hypotheses 2 and 5.

Finally, WFC score was found to have a positive influence on IT (3,87)>1.96 thus partially answering hypothesis 4 that has a mediating effect. Based on the acquisition of t-values of all of them, it was found that the entire hypothesis had been successfully accepted.

Indirect Effect (Mediation)

The sobel test is one way for determining the mediating effect on a structural model (Hair et al., 2017). In the sobel test, the required value of the model diagram path is the t-value. A hypothesis is acceptable if Sobel score (α) values less than 0.05. The hypothesis proposed is that WFC mediates WB and TI, where it was found significant because the score obtained was α (0.00000036) < 0.05. The other hypotheses raised is WFC mediates SS and TI, where it was found significant because α (0.003) < 0.05.

Table 3. Direct and indirect effects

Relationships between variables	Relationship between constructs	T-values	Sobel test significance (α)	Results
Direct	WB -> WFC	11,61	-	Positive significant
	SS -> WFC	-2,28	-	Negative significant
	WB -> TI	2,12	-	Positive significant
	WFC -> TI	3,87	-	Positive significant
	SS -> TI	-0,18	-	Negative not significant
Indirect	WB -> WFC -> TI	-	0.00000036	Positive significant
	SS -> WFC -> TI	-	0.003	Positive significant

Source: Researcher's processed data (2022)

Hypotheses test results

The researcher compiled the hypothesis test results into the table below to make it simpler to identify the study findings after obtaining the significant value of each causal relationship between variables.

Table 4. Hypotheses test results

	Hypothesis	Results
H1	Workplace bullying is associated with higher work-family conflict	Accepted
H2	Supervisor support negatively affects work-family conflict	Accepted
H3	Workplace bullying is associated with higher employee turnover intention	Accepted
H4	Work-family conflict positively affects turnover intention	Accepted
H5	Supervisor support negatively affects turnover intention	Accepted

Source: Researcher's processed data (2022)

V. Conclusions

Conclusions and practical implications

Service-oriented organizations, such as banks, must focus on offering customer-oriented services in a seamless and convenient manner to help them establish consumer loyalty, enhance their market position, and improve their performance results (Mishra et al., 2020). Employees play a critical part in the entire process to attain success (Mishra et al., 2020). To succeed in today's market, organizations must improve employee experiences in order to boost their competitiveness (Kamna & Ilkhanizadeh, 2022).

According to research, WB is an element that can harm not only the work environment, but also employees' private life surroundings. WB occurs due to the imbalance of power that causes the employee to be unable to protect himself (Glambek, Skogstad, & Einarsen, 2018) which occurs due to the high position of the perpetrator or incompatible personalities between the victim and the perpetrator (Rai & Agarwal, 2018).

Supervisor must play an active role in maintaining disputes within their department to reduce the possibility of low productivity. Providing responsibilities, information, flexibility, assistance, attention, and influence are six resources that supervisors may offer to their employees (Li et al., 2021). However, laissez-faire leadership in the workplace can lead to WB, since leaders tend to stay away from or do not deal with all their subordinates' issues or needs (Skogstad, Hetland, Glasø, & Einarsen, 2014). Transformational and authentic leadership, on the other hand, are less likely to foster an environment that encourages WB (K.,

Rahm, Rystedt, Nordström, & Wilde-Larsson, 2018). WB may be prevented if HRM takes a more active role in identifying and resolving internal disputes.

Due to the general nature of service-oriented jobs, the industry has a high rate of employee turnover, where elements of the roles, such as lengthy and irregular hours and intensive customer interactions are difficult to alter (Xu et al., 2020). Organizations may assist employees by intangible efforts like counseling and encouraging work-family relationships, whereas supervisors can demonstrate real support for their subordinates through advice, suggestions, and salary increases (Probst, Petitta, Barbaranelli, & Austin, 2018). Organizations must be able to ensure employees feel heard, recognized, and acknowledged thus that they would not have the intention to depart from their current positions (Liu, 2020). Orientations and training sessions should include plenty of opportunities for social engagement so that employees not only learn about the job and the area, but also form bonds with their coworkers (Brown, 2020).

Limitations and future research

This study adds to the expanding body of knowledge by looking at a modification model that focuses on the link between WB, SS, WFC, and TI, however, there are some limitations to this study. This study took place during the COVID-19 outbreak, which limited the time available for data collection. Second, the research is conducted in Indonesia, part of Asia, where culture is still prevalent, particularly at work. As previously stated, earlier studies did not conduct much WB-related research in Asia, hence there is few supporting literatures accessible (Yoo & Lee, 2018). Research focusing on the work culture within Asia may yield different results. In the future, it would be preferable to conduct research concentrating on the appropriate type of leadership to prevent the occurrence of WB, WFC, and resolve internal disputes among employees to reduce turnover rates (Xu et al., 2020). To the authors' knowledge, no study has looked at all the variables combined using this research methodology. However, the research model should be retested with other employees in other service-oriented industries, such as the health and education sectors, where based on research conducted by Yoo and Lee (2018), WB is prevalent.

References

- Abdalla, M. J., Said, H., Ali, L., Ali, F., & Chen, X. (2021). COVID-19 and unpaid leave: Impacts of psychological contract breach on organizational distrust and turnover intention: Mediating role of emotional exhaustion. *Tourism Management Perspectives*, 39, 100854. <https://doi.org/10.1016/j.tmp.2021.100854>
- Afzal, S., Arshad, M., Saleem, S., & Farooq, O. (2019). The impact of perceived supervisor support on employees' turnover intention and task performance: Mediation of self-efficacy. *Journal of Management Development*, 38(5), 369–382. <https://doi.org/10.1108/JMD-03-2019-0076>
- Ahmad, S., Kalim, R., & Kaleem, A. (2017). Academics' perceptions of bullying at work: insights from Pakistan. *International Journal of Educational Management*, 31(2), 204–220. <https://doi.org/10.1108/IJEM-10-2015-0141>
- Brown, J. (2020, May 20). *Employee orientation: Keeping new employees on board*.
- Çakmak-Otluoğlu, K. Ö. (2012). Protean and boundaryless career attitudes and organizational commitment: The effects of perceived supervisor support. *Journal of Vocational Behavior*, 80(3), 638–646. <https://doi.org/10.1016/j.jvb.2012.03.001>
- Charoensukmongkol, P., & Phungsoonthorn, T. (2020). The effectiveness of supervisor support in lessening perceived uncertainties and emotional exhaustion of university employees during the COVID-19 crisis: the constraining role of organizational intransigence. *Journal of General Psychology*, 1–20. <https://doi.org/10.1080/00221309.2020.1795613>
- Chen, Y. S., & Cheng, C. H. (2013). Hybrid models based on rough set classifiers for setting credit rating decision rules in the global banking industry. *Knowledge-Based Systems*, 39, 224–239. <https://doi.org/10.1016/j.knosys.2012.11.004>
- Coetzee, M., & van Dyk, J. (2018). Workplace bullying and turnover intention: Exploring work engagement as a potential mediator. *Psychological Reports*, 121(2), 375–392. <https://doi.org/10.1177/0033294117725073>
- Damayanti, K., & Setyawardani, L. (2019). Alliance cooperation joint ATM network: exploring the banking sector in Indonesia. *Qualitative Research in Financial Markets*, 11(3), 342–351. <https://doi.org/10.1108/QRFM-10-2018-0113>
- DeConinck, J. B. (2010). The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of Business Research*, 63(12), 1349–1355. <https://doi.org/10.1016/j.jbusres.2010.01.003>

- Donley, J. (2021). The impact of work environment on job satisfaction: pre-COVID research to inform the future. *Nurse Leader*, 585–589. <https://doi.org/https://doi.org/10.1016/j.mnl.2021.08.009>
- Dupret, K., & Pultz, S. (2022). People as our most important asset: A critical exploration of agility and employee commitment. *Project Management Journal*, 53(3), 219–235. <https://doi.org/10.1177/87569728221077013>
- Dysvik, A., Kuvaas, B., & Buch, R. (2014). Perceived training intensity and work effort: The moderating role of perceived supervisor support. *European Journal of Work and Organizational Psychology*, 23(5), 729–738. <https://doi.org/10.1080/1359432X.2013.764602>
- Giao, H. N. K., Vuong, B. N., Huan, D. D., Tushar, H., & Quan, T. N. (2020). The effect of emotional intelligence on turnover intention and the moderating role of perceived organizational support: Evidence from the banking industry of vietnam. *Sustainability (Switzerland)*, 12(5), 1–25. <https://doi.org/10.3390/su12051857>
- Glabek, M., Skogstad, A., & Einarsen, S. (2018). Workplace bullying, the development of job insecurity and the role of laissez-faire leadership: A two-wave moderated mediation study. *Work and Stress*, 32(3), 297–312. <https://doi.org/10.1080/02678373.2018.1427815>
- Gordon, S., Tang, C. H. (Hugo), Day, J., & Adler, H. (2019). Supervisor support and turnover in hotels: Does subjective well-being mediate the relationship? *International Journal of Contemporary Hospitality Management*, 31(1), 496–512. <https://doi.org/10.1108/IJCHM-10-2016-0565>
- Gupta, R., Howard, A., & Zahiri, S. (2020). Investigating the relationship between indoor environment and workplace productivity in naturally and mechanically ventilated office environments. *Building Services Engineering Research and Technology*, 41(3), 280–304. <https://doi.org/10.1177/0143624419891568>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis*. Pearson Education Limited.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. SAGE Publications.
- Hodgins, M., & McNamara, P. M. (2019). An enlightened environment? Workplace bullying and incivility in Irish higher education. *SAGE Open*, 9(4). <https://doi.org/10.1177/2158244019894278>
- Hooi, L. W. (2021). Leveraging human assets for MNCs performance: the role of management development, human resource system and employee engagement. *International Journal of Human Resource Management*, 32(13), 2729–2758. <https://doi.org/10.1080/09585192.2019.1590443>
- Jiang, Y., Zhao, X., Zhu, L., Liu, J. S., & Deng, K. (2021). Total-effect test is superfluous for establishing complementary mediation. *Statistica Sinica*. <https://doi.org/10.5705/ss.202019.0150>
- Kamna, D. F., & Ilkhanizadeh, S. (2022). Can high-performance work practices influence employee career competencies? There is a need for better employee outcomes in the banking industry. *PLoS ONE*, 17(3 March). <https://doi.org/10.1371/journal.pone.0264764>
- Kang, I. G., Croft, B., & Bichelmeyer, B. A. (2021). Predictors of turnover intention in U.S. federal government workforce: Machine learning evidence that perceived comprehensive HR practices predict turnover intention. *Public Personnel Management*, 50(4), 538–558. <https://doi.org/10.1177/0091026020977562>
- Karatepe, O. M., Ozturk, A., & Kim, T. T. (2019). The effects of nonwork and personal resources on frontline bank employees' work engagement and critical job outcomes. *International Journal of Bank Marketing*, 37(3), 858–879. <https://doi.org/10.1108/IJBM-05-2018-0133>
- Lee, J., Lim, J. J. C., & Heath, R. L. (2021). Coping with workplace bullying through NAVER: Effects of LMX relational concerns and cultural differences. *International Journal of Business Communication*, 58(1), 79–105. <https://doi.org/10.1177/2329488417735649>
- Li, S., Jain, K., & Tzini, K. (2021). When supervisor support backfires: The link between perceived supervisor support and unethical pro-supervisor behavior. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-021-04797-1>
- Liang, H. L. (2020). How workplace bullying relates to facades of conformity and work–family conflict: The mediating role of psychological strain. *Psychological Reports*, 123(6), 2479–2500. <https://doi.org/10.1177/0033294119862984>
- Liu, A. A. (2020). Trainee auditors' perception of ethical climate and workplace bullying in Chinese audit firms. *Asian Journal of Accounting Research*, 5(1), 63–79. <https://doi.org/10.1108/AJAR-07-2019-0060>
- Lu, Y., Hu, X. M., Huang, X. L., Zhuang, X. D., Guo, P., Feng, L. F., Hu, W., Chen, L., Zou, H., & Hao, Y. T. (2017). The relationship between job satisfaction, work stress, work-family conflict, and

- turnover intention among physicians in Guangdong, China: A cross-sectional study. *BMJ Open*, 7(5). <https://doi.org/10.1136/bmjopen-2016-014894>
- Maden, C. (2015). Linking high involvement human resource practices to employee proactivity: The role of work engagement and learning goal orientation. *Personnel Review*, 44(5), 720–738. <https://doi.org/10.1108/PR-01-2014-0030>
- Mansour, S., & Tremblay, D. G. (2018). Work–family conflict/family–work conflict, job stress, burnout and intention to leave in the hotel industry in Quebec (Canada): moderating role of need for family friendly practices as “resource passageways.” *International Journal of Human Resource Management*, 29(16), 2399–2430. <https://doi.org/10.1080/09585192.2016.1239216>
- Mardanov, I. T., Heischmidt, K., & Henson, A. (2008). Leader-member exchange and job satisfaction bond and predicted employee turnover. *Journal of Leadership and Organizational Studies*, 15(2), 159–175. <https://doi.org/10.1177/1548051808320985>
- Mikkelsen, A. C., Sloan, D., & Hesse, C. (2019). Relational communication messages and leadership styles in supervisor/employee relationships. *International Journal of Business Communication*, 56(4), 586–604. <https://doi.org/10.1177/2329488416687267>
- Mishra, S., Singh, S., & Tripathy, P. (2020). Linkage Between Employee Satisfaction and Employee Performance: A Case in Banking Industry. *Global Business Review*. <https://doi.org/10.1177/0972150920970351>
- Newman, A., Thanacoody, R., & Hui, W. (2011). The effects of perceived organizational support, perceived supervisor support and intra-organizational network resources on turnover intentions: A study of Chinese employees in multinational enterprises. *Personnel Review*, 41(1), 56–72. <https://doi.org/10.1108/00483481211189947>
- Parker, S. K., & Liao, J. (2016). Wise proactivity: How to be proactive and wise in building your career. *Organizational Dynamics*, 45(3), 217–227. <https://doi.org/10.1016/j.orgdyn.2016.07.007>
- Peng, Y. C., Chen, L. J., Chang, C. C., & Zhuang, W. L. (2016). Workplace bullying and workplace deviance: The mediating effect of emotional exhaustion and the moderating effect of core self-evaluations. *Employee Relations*, 38(5), 755–769. <https://doi.org/10.1108/ER-01-2016-0014>
- Ramli, N. A., Latan, H., & Nartea, G. v. (2018). Why should PLS-SEM be used rather than regression? evidence from the capital structure perspective. In *International Series in Operations Research and Management Science* (Vol. 267, pp. 171–209). Springer New York LLC. https://doi.org/10.1007/978-3-319-71691-6_6
- Rodrigues da Costa, L., & Maria Correia Loureiro, S. (2019). The importance of employees’ engagement on the organizational success. *Journal of Promotion Management*, 25(3), 328–336. <https://doi.org/10.1080/10496491.2019.1557811>
- Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2017). The mediating role of work–family conflict on role stressors and employee turnover intention relationship in labour-oriented organizations. *Global Business Review*, 18(6), 1384–1399. <https://doi.org/10.1177/0972150917713061>
- Sáez-Fernández, F. J., Picazo-Tadeo, A. J., & Jiménez-Hernández, I. (2021). Performance and risk in the Brazilian banking industry. *Heliyon*, 7(3). <https://doi.org/10.1016/j.heliyon.2021.e06524>
- Said, H., & Tanova, C. (2021). Workplace bullying in the hospitality industry: A hindrance to the employee mindfulness state and a source of emotional exhaustion. *International Journal of Hospitality Management*, 96. <https://doi.org/10.1016/j.ijhm.2021.102961>
- Samnani, A. K., & Singh, P. (2016). Workplace bullying: Considering the interaction between individual and work environment. *Journal of Business Ethics*, 139(3), 537–549. <https://doi.org/10.1007/s10551-015-2653-x>
- Santi, M. W., Nandini, N., & Alfiansyah, G. (2020). The effect of burnout syndrome on turnover intention using organizational commitment as an intermediate variable. *Jurnal Administrasi Kesehatan Indonesia*, 8(2), 109. <https://doi.org/10.20473/jaki.v8i2.2020.109-122>
- Siregar, R. Y., Gunawan, A. H., & Saputro, A. N. (2021). Impact of the covid-19 shock on banking and corporate sector vulnerabilities in Indonesia. *Bulletin of Indonesian Economic Studies*, 57(2), 147–173. <https://doi.org/10.1080/00074918.2021.1956397>
- Taniguchi, T., Takaki, J., Hirokawa, K., Fujii, Y., & Harano, K. (2015). Associations of workplace bullying and harassment with stress reactions: A two-year follow-up study. *Industrial Health*.
- Vandenbergh, C., Panaccio, A., Bentein, K., Mignonac, K., Roussel, P., & Ayed, A. K. ben. (2019). Time-based differences in the effects of positive and negative affectivity on perceived supervisor support and organizational commitment among newcomers. *Journal of Organizational Behavior*, 40(3), 264–281. <https://doi.org/10.1002/job.2324>

- Wang, T., Long, L., Zhang, Y., & He, W. (2019). A social exchange perspective of employee–organization relationships and employee unethical pro-organizational behavior: The moderating role of individual moral identity. *Journal of Business Ethics*, 159(2), 473–489. <https://doi.org/10.1007/s10551-018-3782-9>
- Whitener, E. M. (2001). Do “high commitment” human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27, 515–535.
- Wu, W., Rafiq, M., & Chin, T. (2017). Employee well-being and turnover intention: Evidence from a developing country with Muslim culture. *Career Development International*, 22(7), 797–815. <https://doi.org/10.1108/CDI-04-2017-0072>
- Xu, S., Wang, Y. C., Ma, E., & Wang, R. (2020). Hotel employees’ fun climate at work: Effects on work-family conflict and employee deep acting through a collectivistic perspective. *International Journal of Hospitality Management*, 91. <https://doi.org/10.1016/j.ijhm.2020.102666>
- Yoo, G., & Lee, S. (2018). It doesn’t end there: Workplace bullying, work-to-family conflict, and employee well-being in Korea. *International Journal of Environmental Research and Public Health*, 15(7). <https://doi.org/10.3390/ijerph15071548>
- Yucel, I., Şirin, M. S., & Baş, M. (2021). The mediating effect of work engagement on the relationship between work–family conflict and turnover intention and moderated mediating role of supervisor support during global pandemic. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/IJPPM-07-2020-0361>
- Yun, S., Kang, J., Lee, Y. O., & Yi, Y. (2014). Work environment and workplace bullying among Korean intensive care unit nurses. *Asian Nursing Research*, 8(3), 219–225. <https://doi.org/10.1016/j.anr.2014.07.002>
- Zhang, Y., Rasheed, M. I., & Luqman, A. (2020). Work–family conflict and turnover intentions among Chinese nurses: The combined role of job and life satisfaction and perceived supervisor support. *Personnel Review*, 49(5), 1140–1156. <https://doi.org/10.1108/PR-01-2019-0017>