

Exploitative Leadership and Emotional Exhaustion among Retail Employees: Gender Differences and The Moderating Role of Gender

Nadia Norlaili^{a*}, Adrian A Wijanarkor^b

^{ab}Manajemen Bisnis, Fakultas Ekonomi dan Bisnis, Universitas Paramadina

* Corresponding author e-mail: nadia.norlaili@students.paramadina.ac.id

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ABSTRACT

This research is motivated by increasing attention to the impact of negative leadership styles on employee psychological well-being, particularly in the context of exploitative work leadership. The main problem in this research is how the influence of exploitative leadership towards emotional Employee exhaustion in the work environment. The purpose of this study is to analyze and empirically test the influence of exploitative leadership towards emotional exhaustion. This study used a quantitative approach with a survey method. The research sample consisted of 95 respondents selected using purposive sampling techniques according to predetermined criteria. Data were collected through questionnaires and analyzed using simple linear regression analysis with the help of a statistical program. The results of the study show that exploitative leadership has a positive and significant influence on emotional exhaustion with a regression coefficient of 0.291 and a significance value of 0.001 (<0.05). The t-value of 3.414 indicates that the research hypothesis is accepted. In addition, the results of the coefficient of determination test show an R- square value of 0.111, which indicates exploitative leadership contributes 11.1% to emotional exhaustion, while 88.9% is influenced by other variables outside the research model. These findings indicate that the higher the level of exploitative leadership behavior, the higher the level of employee emotional exhaustion. Thus, this study provides an empirical contribution to the literature on destructive leadership and burnout and emphasizes the importance of ethical and supportive leadership practices in organizations.

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INTRODUCTION

The modern work environment is characterized by increasingly competitive dynamics and high-performance demands, particularly within the context of global business competition. Organizations are required to maintain continuous efficiency, productivity, and innovation in order to survive rapid market changes (Gabriel et al., 2026). As a result, companies often set increasingly ambitious performance targets for their employees. High work pressure is frequently accompanied by excessive expectations from leaders toward subordinates. In such conditions, leadership quality becomes a crucial factor in determining employees' psychological well-being (Afni et al., 2024). Research indicates that unhealthy leadership styles can intensify work stress and emotional exhaustion among employees. Therefore, the relationship between the work environment, leadership practices, and employee psychological well-being warrants in-depth investigation, especially in highly competitive sectors such as retail and distribution (Azri et al., 2025).

The phenomenon of business competition in Indonesia's retail and distribution sector has increased significantly in recent decades (Wulandari, 2019). The entry of multinational corporations, the expansion of modern retail chains, and shifts in digital-based consumer behavior have intensified market competition (Ibrahim, 2025). Companies are required to simultaneously enhance service speed, supply chain efficiency, and human resource quality. Consequently, management often adopts aggressive work strategies to maintain market share. However, strategies that are overly results-oriented may neglect employee well-being. International reports show that high competitive pressure in the retail industry is associated with increased employee burnout (Petropoulos et al., 2026). Such conditions may lead to long-term performance decline and higher turnover rates. Thus, intense business competition has direct implications for employees' psychological well-being (Alamsjah, 2022).

PT Kanmo Group, one of the largest retail and distribution companies in Indonesia, faces these competitive dynamics directly. In recent years, the company has expanded its brand portfolio and distribution network to sustain competitiveness. This expansion has increased work demands, sales targets, and performance pressures on employees. Fluctuations in company performance indicators further require optimal operational efficiency and workforce productivity. These conditions potentially elevate employees' workload and psychological stress across organizational levels. Previous research suggests that sustained performance pressure contributes to emotional exhaustion (Yang, 2025) not managed effectively, this condition may negatively affect sustainable organizational performance. Therefore, it is essential to examine the psychosocial factors influencing employees at PT Kanmo Group.

One of the most common psychological consequences of prolonged work pressure is emotional exhaustion (Prayogo, 2023). Emotional exhaustion refers to a state of emotional depletion characterized by mental fatigue, loss of energy, and reduced work engagement (Bilal et al., 2025). It represents a core dimension of burnout and directly affects employee performance and

well-being (Zhao, 2024). Emotional exhaustion can reduce productivity, increase absenteeism, and heighten turnover intentions. Contributing factors include excessive workload, role conflict, poor interpersonal relationships, and destructive leadership styles. One leadership style receiving increasing scholarly attention is exploitative leadership, which may exacerbate employee psychological strain.

Exploitative leadership is defined as a leadership style in which leaders advance their personal interests by pressuring, manipulating, or neglecting subordinates' well-being (Kristanto & Sofia, 2023). Leaders exhibiting this style tend to overload employees with tasks without providing adequate support, take credit for subordinates' work, and disregard employees' emotional needs. Empirical research has demonstrated a significant positive relationship between exploitative leadership and emotional exhaustion (Liashch & Sembrat, 2024). Similarly, Wu et al. (2022) found that exploitative leadership significantly increases work stress and emotional exhaustion.

These findings confirm that exploitative leadership is a strong predictor of deteriorating psychological health. In highly competitive organizational contexts, such leadership behaviors may be reinforced by performance pressures, making the relationship between exploitative leadership and emotional exhaustion particularly important to examine. In addition to leadership factors, gender has been identified as an important variable influencing emotional exhaustion. Numerous studies have found that women tend to report higher levels of emotional exhaustion compared to men, while men are more likely to exhibit depersonalization as a coping response (Wang et al., 2024). Gender role theory suggests that women are generally socialized to be more relational and emotionally responsive, which may increase their vulnerability to emotionally demanding work environments (Yu, 2025). Recent burnout research also confirms persistent gender differences in emotional exhaustion across occupational settings (Dio, 2024). Therefore, gender may influence how employees respond to exploitative leadership behaviors. Female employees may experience stronger emotional strain under exploitative leadership due to greater emotional involvement and sensitivity to interpersonal dynamics. Consequently, gender may not only affect the level of emotional exhaustion but also moderate the relationship between exploitative leadership and emotional exhaustion.

The urgency of this research lies in the increasing performance demands and rising risk of emotional exhaustion within Indonesia's retail and distribution sector. Empirical studies examining exploitative leadership and emotional exhaustion in Indonesian retail companies remain limited, as most prior research has been conducted in Western contexts or different industries. This study offers novelty by investigating these relationships within PT Kanmo Group, a major retail company in Indonesia. The research is expected to contribute theoretically to the literature on leadership and occupational health, while also providing practical implications for management in designing sustainable leadership policies. By understanding

the impact of exploitative leadership and the role of gender in shaping emotional exhaustion, organizations can implement more effective strategies to protect employee well-being and ensure long-term performance sustainability. The primary objective of this study is to analyze the effect of exploitative leadership on emotional exhaustion among employees of PT Kanmo Group, while examining gender as a moderating factor. Based on the background of the problem the figure of thinking as followed:

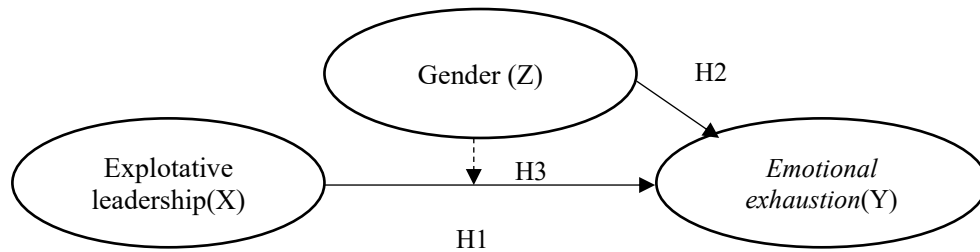


Figure 1. Figure of Thinking

Based on the figure of thinking this research formulated the hypothesis such as:

H1: The influence of exploitative leadership towards emotional exhaustion

H2: The influence of gender towards emotional exhaustion

H3: Gender moderates' effect of exploitative leadership on emotional exhaustion

RESEARCH METHODS

This study employs a quantitative method with a survey approach to examine the causal relationship between exploitative leadership, gender and employee emotional exhaustion among retail employees. The research design is explanatory, as it aims to empirically analyze the influence of independent variables on the dependent variable and to test the moderating role of gender. Data were collected through structured questionnaires distributed to retail employees selected using an appropriate sampling technique based on the characteristics of the target population. The research instrument utilized a five-point Likert scale adapted from standardized and widely validated international instruments. Exploitative leadership was measured using 14 items developed by Schmid et al., while emotional exhaustion was measured using 9 items derived from the emotional exhaustion dimension of the Maslach Burnout Inventory (MBI). Gender was measured as a categorical variable (male = 1, female = 2) and was examined as a moderating variable. All questionnaire items were translated and adapted to the retail organizational context without altering their substantive meaning.

Prior to data collection, the instrument was tested for validity and reliability to ensure accuracy and internal consistency. To test the moderation hypothesis, moderated regression analysis (MRA) was conducted. The regression model included the main effects of exploitative leadership and gender, as well as the interaction term between exploitative leadership and gender ($X \times Z$). The regression equation is formulated as follows:

$$Y = \beta_0 + \beta_1 X + \beta_2 Z + \beta_3 (XZ) + \varepsilon \dots\dots\dots [1]$$

where Y represents emotional exhaustion, X represents exploitative leadership, Z represents gender, and XZ represents the interaction term. A significant interaction coefficient (β_3) indicates the presence of a moderating effect. Thus, the analytical approach allows for the examination of whether gender strengthens or weakens the relationship between exploitative leadership and emotional exhaustion among retail employees.

RESULTS AND DISCUSSION

Study This has done with distribute questionnaire to 95 respondents' employees of Retail , in matter This questionnaire, the characteristics of respondent described on Table 1:

Table 1. Characteristics Respondents Study

Characteristics	Frequency	Percentage
Type Sex		
Man	40	42%
Woman	55	58%
Total	95	100%
Age		
< 20 years	24	25%
20-35 years	58	60%
>35 years	14	15%
Total	95	100%
last education		
High School/Vocational School	65	66%
D1/D2/D3	13	13%
S1	20	21%
Total	95	100%
Part		
Operational (frontline)	9	9%
Warehouse & logistics	8	8%
Back office	16	17%
Modern/online retail	63	66%
Total	95	100%
Tenor of work period		
<1 year	12	13%
1-3 years	59	52%
4-6 years	20	21%
7-10 years	5	5%
>10 years	2	2%
Total	95	100%

Source: Research Data (Processed), 2026

Based on Table 1, the characteristics of the 95 respondents in the study show that the majority of respondents were female (55 people) (58%), while 40 were male (42%). In terms of age, the majority of respondents were in the 20–35 year range, namely 58 people (60%), followed by those aged <20 years (24 people) (25%) and >35 years (14 people) (15%). Based on their last education, the majority of respondents had a high school/vocational high school education (65 people) (66%), followed by a bachelor's degree (20 people) (21%), and a diploma (1/D2/D3) (13%), while there were no respondents with elementary or junior high school education. In terms of employment, the majority of respondents worked in the modern/ online retail sector (63 people) (66%), followed by Back Office 16 people (17%), Operational, 9 people (9%), and Warehouse & logistics 8 people (8%). Based on the tenure, the majority of respondents have a tenure of 1–3 years as many as 59 people (52%), followed by 4–6 years as many as 20 people (21%), <1 year as many as 12 people (13%), 7–10 years as many as 5%, and >10 years as many as 2% . Overall, the study respondents were dominated by women aged 20–35 years, high school/vocational school education , working in modern/ online retail , and have a tenure of 1–3 years. After being found out characteristics respondents, with This statistical test results described on Table 2.

Table 2. Descriptive Results statistics analysis

Statistics	<i>Exploitative leadership (X)</i>	<i>Emotional exhaustion (Y)</i>
N	95	95
Average value	61.68	70.66
Median	63	76
Standard deviation	23,354	20,351
highest score	100	100
Lowest value	20	20

Source: Research Data (Processed), 2026

Based on Table 2, the results of the descriptive statistical analysis show that the number of respondents (N) for the *Exploitative variable Leadership (X)* and *Emotional Exhaustion (Y)* each as many as 95 people. In the Exploitative variable The Leadership score obtained an average score of 61.68 with a median of 63, indicating that most respondents rated the level of exploitative leadership as moderate. The standard deviation of 23.354 indicates significant variation among respondents. The highest score was 100 and the lowest was 20, indicating a fairly wide range of data.

Meanwhile, on the Emotional variable Exhaustion obtained an average value of 70.66 with a median of 76, which shows a tendency for respondents' levels of emotional exhaustion to be relatively higher than the Exploitative variable. Leadership. The standard deviation of 20.351 indicates a variation in responses, although slightly lower than variable X. The highest and lowest scores were 100 and 20, respectively, indicating that respondents' levels of emotional exhaustion also had a wide range of scores. In general, these results indicate that respondents tend to experience a high level of emotional exhaustion. quite high exhaustion. In order to know

description from description the results of the data found in the questionnaire research, with These researchers analyze response or answer from respondents namely retail employees about *exploitative leadership* and *emotional exhaustion* carried out in matter This data is described in Tables 3 and 4 below.

Table 3. Description of Responses regarding *Exploitative leadership*

No	Statement	STS	TS	N	S	SS	Mean
1	Consider reasonable that results Work I can used for profit personal himself	23%	13%	10%	40%	14%	3.09
2	Looking employee as means for reach objective his personal	18%	20%	10%	37%	15%	3.11
3	More value achievement objective his personal compared to with need employee	18%	22%	5%	43%	12%	3.09
4	Give pressure to I For reach objective his personal	20%	13%	10%	40%	17%	3.21
5	Increase burden Work I without consider need me to achieve the goal	19%	20%	16%	24%	21%	3.08
6	No consider burden Work I When the task I need given	20%	20%	12%	30%	18%	3.06
7	Give boring tasks If matter the can profitable himself	21%	21%	12%	27%	18%	3.00
8	No give I chance for develop self more carry on Because objective his personal more prioritized	25%	15%	7%	36%	17%	3.05
9	Give I tasks boring routine When things the can profitable himself	23%	15%	9%	33%	20%	3.12
10	Claiming hail Work team as results Work his personal	29%	19%	10%	29%	20%	2.92
11	Use results Work I For profit personal himself	18%	15%	17%	28%	22%	3.21
12	exploiting me and my colleagues Work with method each other pitted against each other for reach objective his personal	24%	17%	13%	26%	20%	3.01
13	Manipulating others to reach objective his personal	25%	16%	7%	30%	21%	3.06
Total							39.01
Mean							3.00 (neutral)

Source: Research Data (Processed), 2026

Based on Table 2, the highest percentage of strongly agree (SS) was found in statement number 11, namely “Using my work results for personal gain” at 22%, followed by statements number 5 and 13 at 21% each. Meanwhile, the lowest percentage of strongly agree (SS) was found in statement number 3, namely “Valuing the achievement of personal goals more than the needs of employees” at 12%. Overall, the total mean value of 3.00 indicates that respondents’

responses to the exploitative variable leadership is in the neutral category, which means that respondents tend to assess exploitative leadership behavior as being at a moderate level and not yet being felt dominantly in the work environment. Whereas For results description of *emotional exhaustion* variable is in Table 4:

Table 4. Description Response about *Emotional exhaustion*

No	Statement	STS	TS	N	S	SS	Mean
1	I feel drained in a way emotional Because work I	22%	13%	13%	34%	19%	3.18
2	I feel truly running out of energy during the day Work	9%	17%	14%	36%	24%	3.49
3	I feel tired when I wake up morning and must face day new job	14%	13%	13%	40%	20%	3.39
4	Work with other people throughout day felt very exhausting for I	14%	15%	10%	32%	29%	3.47
5	I feel experience fatigue work (burn-out) due to work I	5%	11%	14%	48%	22%	3.71
6	I feel frustrated with work I	6%	14%	18%	32%	30%	3.82
7	I feel Work too hard in work I	6%	14%	13%	37%	30%	3.71
8	Work in a way direct with other people giving too much pressure big for I	8%	15%	14%	33%	30%	3.62
9	I feel Already is at limited ability I	7%	19%	12%	34%	28%	3.57
Total							31.96
Mean							3.55 (high)

Source: Research Data (Processed), 2026

Based on Table 4, the highest percentage of strongly agree (SS) was found in statement number 6, namely “I feel frustrated with my job” at 30%, which is also the same as statements numbers 7 and 8, which each obtained 30%. Meanwhile, the lowest percentage of strongly agree (SS) was found in statement number 1, namely “I feel emotionally drained because of my job” at 19%. Overall, with a final mean value of 3.55 which is in the high category, it can be concluded that respondents tend to feel a high level of emotional quite strong exhaustion, especially in the form of feelings of frustration, overwork, and pressure at work. After conducting statistical tests descriptive, with These researchers analyzing assumption data classical and simple linear regression described on Table 5.

Table 5. Results of data normality test

One- Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		95
Normal Parameters ^{a,b}	Mean	0
	Standard Deviation	19.18479558
Most Extreme Differences	Absolute	0.082
	Positive	0.082
	Negative	-0.064
Test Statistics		0.082
Asymp . Sig . (2-tailed)		.119c
a Test distribution is Normal.		
b Calculated from data.		
c Lilliefors Significance Correction .		

Source: Research Data (Processed), 2026

Table 5 shows that the results of the normality test using One- Sample Kolmogorov-Smirnov on 95 data produced an Asymp . Sig . (2-tailed) value of 0.119 (> 0.05), so it can be concluded that the residual data normally distributed . The test statistic value is 0.082 with a mean The residual of 0 and standard deviation of 19.18 also support that there is no significant deviation from the normal distribution. After conducting the prerequisite test with These researchers conduct a hypothesis test in partial on Table 6:

**Table 6. Hypothesis test results influence
*Exploitative leadership towards emotional exhaustion***

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig .
		B	Std . Error			
1	(Constant)	52,725	5,615		9,391	0
	<i>exploitative leadership</i>	0.291	0.085	0.334	3,414	0.001

a Dependent Variable : emotional exhaustion

Source: Research Data (Processed), 2026

The results of the hypothesis test show that *exploitative leadership* has a positive and significant influence on *emotional exhaustion*. This is indicated by a regression coefficient value of 0.291 with a t-value of 3.414 and a significance level of 0.001 (<0.05). The standardized beta value of 0.334 indicates that the higher the level of exploitative leadership, the higher the emotional level exhaustion . Thus, the hypothesis stating that there is a positive influence of exploitative leadership towards emotional exhaustion is acceptable. Following is chart related hypothesis test results. In line with that the result of regression of moderation showed on Table 7:

Table 7. The Result of Regression of Moderation

Model		Coefficients ^a		t	Sig.	
		Unstandardized Coefficients				Standardized Coefficients
		B	Std. Error			Beta
1	(Constant)	96,286	20,958			
	exploitative leadership (X)	-0,479	0,31	-0,549	0,126	
	Gender (Z)	-35,929	18,051	-0,876	0,050	
	exploitative leadership*gender	0,586	0,245	1,618	0,019	

^a Dependent Variable: Emotional Exhaustion (Y)

Source: Research Data (Processed), 2026

The results of the moderated regression analysis indicate that exploitative leadership does not have a significant direct effect on emotional exhaustion ($\beta = -0.479$, $t = -1.543$, $p = 0.126$). Gender shows a marginally significant effect on emotional exhaustion ($\beta = -35.929$, $t = -1.990$, $p = 0.050$), suggesting that levels of emotional exhaustion differ between male and female employees at the 5% significance level. Importantly, the interaction term between exploitative leadership and gender is statistically significant ($\beta = 0.586$, $t = 2.391$, $p = 0.019$), indicating that gender moderates the relationship between exploitative leadership and emotional exhaustion. This means that the impact of exploitative leadership on emotional exhaustion varies depending on employees' gender. Since the interaction effect is significant while the main effect of exploitative leadership is not, the findings suggest the presence of a pure moderation effect. The results of the coefficient of determination test show an R Square value of 0.111, which means that exploitative leadership has an influence of 11.1% on emotional exhaustion, while the remaining 88.9% is influenced by other variables outside the research model. The Adjusted R Square value of 0.102 indicates that after adjustment, the contribution of the independent variable in explaining the dependent variable is 10.2%, with an R value of 0.334 indicating a relationship in the low to moderate category.

Discussion. The results of the study show that *exploitative leadership* has a positive and significant influence on *emotional Exhaustion*. A positive regression coefficient indicates that the higher the level of exploitative leadership behavior, the higher the level of employee emotional exhaustion. This finding is in line with *Conservation of Employee Performance theory*. *The Depletion of Resources (COR)* theory states that individuals experience stress when their psychological resources are depleted due to prolonged pressure. In the context of exploitative leadership, superiors tend to exploit subordinates for personal gain, thereby reducing employees' emotional energy. Exhaustion itself is a major dimension of burnout, characterized by physical and mental exhaustion due to chronic work stress. Recent research shows that detrimental leadership styles are directly linked to increased employee burnout (Wang & Lil, 2024) Other studies also confirm that exploitative leadership significantly

increases psychological pressure and work stress (Arafah et al., 2026). Thus, the results of this study strengthen the empirical evidence that exploitative leader behavior contributes to the depletion of employees' emotional resources.

The large R Square value of 0.111 indicates that exploitative leadership contributes 11.1% to emotional exhaustion. Although this contribution is low to moderate, the effect remains statistically significant. This suggests that there are other factors outside the model that influence emotional exhaustion, such as workload, organizational support, and role conflict. In the perspective of burnout theory, emotional Exhaustion is not influenced by a single factor, but rather results from the interaction of various organizational stressors. Research by (Moriani, 2022) found that destructive leadership contributes to burnout, although its influence is not completely dominant. This indicates that leadership style remains an important factor in explaining emotional exhaustion. Furthermore, recent research by (Lanchimba et al., 2025) showed that negative leadership amplifies the effect of work stress on emotional exhaustion. Therefore, although the 11.1% contribution appears moderate, this influence remains relevant in the context of organizational behavior.

Theoretically, the relationship between exploitative leadership and emotional Exhaustion can be explained through the mechanism of psychological resource depletion. Exploitative leaders tend to place high demands without providing adequate emotional support. This condition causes employees to experience repeated stress, which can lead to emotional exhaustion. According to COR theory, individuals experience stress when they lose resources or are threatened with losing them. Recent research shows that interpersonal pressure from superiors is a major predictor of emotional exhaustion (Santiago-torner et al., 2024). Additionally, the study by (Aslan et al., 2025) found that exploitative Leadership increases emotional stress through perceived injustice among employees. This suggests that perceived injustice exacerbates employees' psychological well-being. Thus, the findings of this study align with existing theory and empirical evidence.

The results of this study also have practical implications for organizations in managing human resources. Organizations need to be aware that exploitative leadership behavior can directly impact employees' psychological well-being. High exhaustion has the potential to reduce performance, organizational commitment, and increase turnover intention. Research by (Subroto et al., 2023) showed that emotional exhaustion is significantly associated with decreased work productivity. Therefore, organizations need to develop leadership training programs that emphasize ethics and empathy. Strong organizational support can also serve as a buffer against the negative impacts of exploitative leadership. Recent studies have shown that perceived organizational support can reduce emotional levels exhaustion despite the presence of negative leadership styles. Thus, organizational intervention is important to minimize these negative impacts.

The moderating role of gender in the relationship between exploitative leadership and emotional exhaustion is supported by recent empirical evidence indicating that men and women respond differently to workplace stressors. Emotional exhaustion, as a core component of burnout, has been consistently found to be higher among women compared to men across various occupational settings (Korkmazyurek & Ocak, 2024). More recent studies also confirm that gender differences remain significant in burnout experiences, particularly in the emotional exhaustion dimension, where women tend to report higher levels due to greater emotional involvement and relational expectations in the workplace (Fida et al., 2023). These findings suggest that exploitative leadership behaviors characterized by pressure, self-serving practices, and lack of support may generate stronger emotional strain among female employees.

From a theoretical standpoint, gender role theory explains that women are generally socialized to be more emotionally expressive and relationally oriented, which may increase their sensitivity to negative leadership behaviors (Yang, 2025). Recent occupational health research further demonstrates that gender moderates the relationship between workplace demands and psychological strain, with women exhibiting higher emotional fatigue under high-demand conditions. Additionally, contemporary burnout studies in healthcare and organizational contexts continue to report that women experience significantly greater emotional exhaustion compared to men. Therefore, the significant interaction effect found in this study suggests that exploitative leadership may have a stronger positive effect on emotional exhaustion among female employees than male employees.

Based on the findings reinforce the importance of incorporating gender perspectives into leadership and burnout research. While male employees may also experience stress under exploitative leadership, research indicates they are more likely to respond through depersonalization or disengagement rather than emotional depletion. Thus, gender not only influences the level of emotional exhaustion but also alters how leadership styles affect psychological outcomes. Organizations should therefore consider gender-sensitive leadership development and stress management interventions to reduce emotional exhaustion among employees.

CONCLUSION AND SUGGESTIONS

This study concludes that exploitative leadership has a significant effect on emotional exhaustion among retail employees, as indicated by the partial analysis showing a significance value of $0.001 < 0.05$, meaning that exploitative leadership directly influences employees' emotional exhaustion. Furthermore, the moderation analysis demonstrates that gender significantly moderates the relationship between exploitative leadership and emotional exhaustion, as reflected in the significant interaction effect ($p < 0.05$). This finding indicates that the strength of the relationship between exploitative leadership and emotional exhaustion differs between male and female employees. In other words, employees respond differently to exploitative leadership behaviors depending on their gender. The results emphasize the importance of incorporating gender perspectives in leadership and occupational health research.

Practically, retail organizations should minimize exploitative leadership practices and promote ethical, supportive leadership styles while also implementing gender-sensitive well-being programs to reduce emotional exhaustion and enhance long-term employee performance and organizational sustainability.

Suggestions For Further Researchers. The cross-sectional design limits the ability to draw strong causal conclusions between variables. Second, the relatively small R- square value indicates that many other factors may influence emotional well-being. exhaustion , but was not examined in this study. Third, this research may be limited to a specific organizational context or respondent characteristics, so generalization of the results should be done with caution. Therefore, future research is recommended to use a longitudinal design to examine the dynamics of the relationship between variables in more depth. Future researchers could also add mediator or moderator variables such as perceived organizational support , resilience , or workload to enrich the research mode

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