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by Shirkah Journal Of Economics And Business

Submission date: 21-Dec-2024 07:38AM (UTC+0700)

Submission ID: 2556880824

File name: Copyediting_Edi_Cahyono_638-3254-1-CE.docx (1.29M)

Word count: 6013

Character count: 38190

Research Paper

Abusive Leadership and Organizational Citizenship Behavior among Sharia Bank Employees: The Moderating Role of *Handarbeni*

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ARTICLE INFO

Keywords

Abusive leadership;
Organizational Citizenship
Behavior; Sense of belonging;
Handarbeni; Sharia Bank

Article history

Received: 23 June 2023

Revised: 03 September 2024

Accepted: 23 November 2024

Available online: 21

December 2024

To cite in APA style

Cahyono, E., Widarjo, W., & Fenitra, R. M. (2025). Abusive leadership and organizational citizenship behavior among sharia bank employees: The moderating role of *Handarbeni*. *Shirkah: Journal of Economics and Business*, 10(1), 145-159.

ABSTRACT

The unresolved link between abusive leadership and Organizational Citizenship Behavior (OCB) can be clarified through *handarbeni*, an attitude of empathy and a sense of belonging to one's organization. This study aims to explain the relationship between abusive leadership and employees' OCB while proposing an alternative model that conceptualizes *handarbeni* as a moderating variable to clarify this connection. The study involved 250 employees from Sharia Banks in Surakarta, Indonesia, selected through purposive sampling. Data were collected using both direct and online questionnaires through Google Forms. Multiple linear regression analysis was employed to examine the impact of independent variables on dependent variables, while Moderated Regression Analysis (MRA) was utilized to assess the moderating effect using SPSS version 26 software. This study revealed a negative and significant correlation between abusive leadership and employees' OCB. Additionally, the study found that *handarbeni* moderated the relationship between abusive leadership and employees' OCB. The findings indicate that employees with varying levels of a sense of belonging exhibited different behavioral patterns when subjected to abusive treatment from their superiors. The results suggest that leaders must minimize abusive behavior to enhance employees' OCB. Furthermore, company leaders should provide stimuli to foster a strong sense of *handarbeni* among their employees.

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Introduction

Abusive leadership in Indonesia is intriguing because it is influenced by the country's high-power distance cultural dimension (Artina et al., 2020; Lee & Ande, 2023). In a country with a culture of high-power distance, a company leader has unlimited power and control over his employees. Thus, the risk of leaders exhibiting abusive behavior towards their subordinates is more pronounced (Liu et al., 2024). This can have a negative impact on employee attitudes and performance (Kilroy et al., 2023). Abusive leadership is an unpleasant treatment carried out by leaders to subordinates expressed through ridicules, harsh words, anger, and other bad treatments (Gümüştas & Karatas Gümüştas, 2024; Tepper et al., 2017). Previous studies have indicated that Indonesian employees have encountered instances of abuse from those in leadership positions (Samian et al., 2021). Abusive leadership is commonly found in small- and medium-scale banking companies, for example, in rural banks (Cahyono, 2021).

Although abusive leadership practices have the potential to occur in banking companies, there is comparatively little research on this topic in Indonesian context (Cahyono et al., 2020; Kadir et al., 2023; Wirawan et al., 2023), particularly in Sharia banks. Sharia banks operate based on Islamic principles, which emphasize ethics, justice, and social responsibility. Abusive leadership goes against these values, so its impact on OCB is relevant to understand (Maqbool et al., 2024). In addition, Sharia bank employees have responsibilities not only professionally but also religiously, so leadership behavior has a dual impact on employee well-being and organizational performance (Raza et al., 2024; Sodiq et al., 2024). Some of the limited previous studies have found that abusive leadership had a negative impact on performance or organizational citizenship behavior (hereinafter abbreviated as OCB) among employees in companies (Cahyono & Haryanto, 2023; Cahyono et al., 2020; Oyewunmi & Oyewunmi, 2022). OCB is an extra behavior that exceeds the standard tasks set by a company, and this behavior has a positive impact on the company. Every company strives to have employees who display high OCB, thus supporting the achievement of its goals. Many studies have been conducted on the factors that influence employees' OCB (Decoster et al., 2014; Cahyono et al., 2020; Oyewunmi & Oyewunmi, 2022). While there is some debate regarding the factors influencing OCB, it is generally agreed that various antecedents play a significant role in organizational performance (Banwo & Du, 2020).

Research on the relationship between abusive leadership and OCB has progressed rapidly in the last two decades. Table 1 summarizes the results of previous research on abusive leadership from 2007 to 2023. This summary provides an overview of the consequences of abusive leadership, along with an overview of the research methodology and results. The previous studies in Table 1 suggest that there are still inconsistencies in the research results between abusive leadership and OCB. In addition, several studies proposed moderating variables to mitigate the negative impact of abusive supervision, but none have explored *handarbeni* as a moderator in the relationship between abusive supervision and OCB. Indonesia's Javanese culture, with its high-power distance, emphasizes the concept of *Tridharma* introduced by KGPAA Mangkunegara I, which includes *rumangsa melu Handarbeni* (sense of belonging), *wajib melu hangrungsi* (responsibility), and *mulat sarira hangrasa wani* (self-reflection and accountability). *Rumangsa melu handarbeni* (sense of belonging) reflects a sense of ownership and responsibility toward tasks, not for personal

gain but for the greater good, as explained in *Serat Wulangreh Paku Buwono IV* (1925). In organizations, this sense of belonging fosters trust and commitment, encouraging employees to perform their duties wholeheartedly (Allen et al., 2021; Rosari, 2017). This study adopts *handarbeni* as a moderating variable, suggesting that employees with a strong sense of belonging are more resilient to abusive leadership and continue to exhibit OCB.

Table 1. Previous Studies on Abusive Supervision and OCB

Author	Research Variables	Sample	Results
Aryee et al. (2007)	Abusive supervision (independent); interactional justice and affective commitment, OCB (dependent); authoritarian leadership (moderating)	178 employees of telecommunication company located in southeastern China	Abusive supervision had no significant effect on interactional justice and negatively affected affective commitment and OCB
Raferty & Restubog (2011)	Abusive supervision (independent); OCB (dependent)	175 employees in Philippine	Abusive supervision had no significant effect on OCB
Gregory et al. (2013)	Abusive supervision (independent); OCB (dependent); dyadic duration (moderating)	357 Bank employees in Kazakhstan	Abusive supervision had no significant effect on OCB
Decoster et al. (2014)	Abusive supervision (independent); OCB, employees' performance (dependent); LMX (mediating)	203 employees in Belgium	Abusive leader negatively and significantly affected OCB
Avey et al. (2015)	Abusive supervision (independent); OCB, deviant behavior (dependent); job embeddedness (moderating)	603 employees in USA	Abusive supervision negatively correlated to OCB and positively correlated to deviant behavior
Rosari (2017)	<i>Rumongso melu</i> (feeling) <i>handarbeni</i> (independent); OCB (dependent)	586 employees in wilayah Central Java and Yogyakarta, Indonesia	<i>Rumongso melu</i> (feeling) <i>Handarbeni</i> positively affect affective commitment and OCB
Cahyono et al. (2020)	Abusive supervision (independent); OCB (dependent); gender (moderating)	104 hotel employees in Indonesia	Abusive supervision negatively correlated to OCB. Gender moderated correlation between abusive supervision and OCB.
Cahyono (2021)	Abusive leader (independent); OCB (dependent); agreeableness (moderating)	200 Rural Bank Employees in Surakarta Region, Indonesia	Abusive leader negatively and significantly correlated to OCB

Author	Research Variables	Sample	Results
Oyewunmi & Oyewunmi (2022)	Abusive supervision (independent); OCB (dependent)	180 Nigerian healthcare assistants	Abusive supervision had negative relationship with subordinates' citizenship behavior
Cahyono & Haryanto (2023)	Abusive leader (independent); job satisfaction, OCB, individual performance (dependent); gender, self-efficacy (moderating)	³ Laboratory experimental study design with four stages of study	Abusive leader negatively affected job satisfaction, OCB, and Individual performance.
The present study	Abusive leader (independent); OCB (dependent); <i>handarbeni</i> (moderating)	Sharia bank employees	-

The diverse variables and models in previous studies offer an opportunity to redesign research frameworks to better explain this phenomenon. The inconsistency in the results of these studies provides an opportunity to explain the irregular patterns of relationships that occur. The concept of *handarbeni*, rooted in Javanese culture, reflects a sense of belonging, responsibility, and social importance. In the Indonesian ⁶ context, the culture of collectivism and high-power distance makes this concept relevant to explaining how employees respond to abusive leadership. Therefore, the present study aims to investigate the relationship between abusive leadership and employees' organizational citizenship behavior (OCB) in sharia bank setting. Additionally, it introduces an alternative model that positions *handarbeni* as a moderating variable, which is proposed as a novel concept of this study, enhancing the understanding of the connection between abusive leadership and OCB. This study's results enrich the literature by introducing *handarbeni* as a unique moderating variable, which has not been widely explored by the previous studies. An understanding of the role of *handarbeni* can assist organizations in developing strategies to increase employees' sense of belonging, so that they continue to exhibit OCB behaviors despite facing non-ideal leadership.

Hypothesis Development

This study employed social exchange theory as a theoretical foundation to explain the conceptualized research model. The social exchange theory proposes the principle of reciprocity (Kilroy et al. 2023). Reciprocity can be positive or negative. The concept of positive reciprocity implies that if superiors provide social gifts to subordinates (e.g., in the form of assistance, praise, or special privileges), subordinates feel obliged to repay the treatment of superiors (Ahmad et al., 2023; Wang et al., 2019). Meanwhile, negative reciprocity indicates that negative treatment will be returned with negative treatment (Kilroy et al., 2023). This theory ¹³ has been widely used by previous studies to explain the impact of abusive leadership (Xu et al., 2012; Chu, 2013; Avey et al., 2015; Decoster et al., 2014). Employees who received negative treatment tended to respond to this treatment by showing low or even zero OCB.

Relationship between Abusive Leadership and Organizational Citizenship Behavior

Abusive leadership is employees' subjective evaluation of their supervisors' unfavorable actions toward them (Bani-Melhem et al., 2021). A negative correlation has been demonstrated between abusive leadership and OCB (Oyewunmi & Oyewunmi, 2022; Zhao et al., 2013). When leaders subject their subordinates to abusive treatment, the latter tend to respond by exhibiting reduced OCB. Employees facing such abuse are likely to display diminished extra-role performance as they allocate their energy to managing stress, resulting in a decline in both in-role and extra-role performance (Cahyono et al., 2020; Cahyono, 2021; Oyewunmi & Oyewunmi, 2022). However, other studies have found that abusive supervision is not significantly related to employee OCB (Gregory et al., 2013; Rafferty & Restubog, 2011). Drawing from previous studies, this study posits that abusive leadership negatively affects OCB.

H1: Abusive leadership has a negative relationship with organizational citizenship behavior.

Handarbeni as Moderator of the Relationship between Abusive Leadership and Organizational Citizenship Behavior

Research has shown that employees who depend heavily on their organizations often tolerate abusive supervision while continuing to exhibit OCB (Kim & Kong, 2019; Zhang et al., 2019). However, those with a strong sense of *handarbeni* demonstrate greater resilience, whereas individuals with a low sense of belonging experience increased stress (Rosari, 2017). Despite numerous studies examining the variable of belonging (Kyei-Poku & Yang, 2020; Song & Kim, 2021), few have explored it as a moderating factor in the relationship between abusive leadership and OCB. Individuals with a high *handarbeni* level will be more resistant and stronger when faced with rough treatment by their superiors, whereas those with a low sense of belonging will have weak willpower and feel more stressed when treated roughly by their superiors (Wonda, 2024; Rosari, 2017). Thus, this study proposes the following hypothesis:

H2: *Handarbeni* moderates the relationship between the abusive leader and organizational citizenship behavior.

Method

Research Design

This study adopted a cross-sectional approach, collecting data at a single point in time without considering temporal changes. This study incorporates three key variables: abusive leadership, organizational citizenship behavior (OCB), and *handarbeni*.

Sample and Procedures

This study included 250 employees working at Sharia banks in Surakarta, Indonesia. A purposive sampling technique was employed to ensure respondents were selected based on their relevance to the research objectives. The criteria for participants in this study were (1) having a supervisor or manager at workplace and (2) having a minimum of one year of work experience. Data were collected through questionnaires distributed either in person or online using Google Forms. To boost participation, respondents were offered incentives for their involvement and the survey was conducted anonymously.

Operational Definition and Variable Measurement

This study examined abusive leadership as an independent variable operationally defined as subordinates' perceptions of the degree to which organizational leaders engage in unpleasant verbal and nonverbal behaviors, excluding physical contact (Tepper et al., 2017). The measurement of abusive leadership utilizes five indicators adapted from Ambrose and Ganegoda (2020): ridicule, mockery, belittling, negative comments, and harsh words.

OCB as the dependent variable in this study is defined as extra behavior that exceeds the standard duties set by the company. The variable was measured using seven items adapted from Ndoja and Malekar (2020), which include volunteering to assist colleagues with work, heavy workloads, or personal problems; helping supervisors; supporting new coworkers; sharing interests with others; and offering information to colleagues.

A sense of belonging (*handarbeni*) acts a moderator variable in this study. A sense of belonging is operationally defined as the feeling of being part of a company or organization in which one works. This variable is measured using four indicators adapted from Karim et al. (2023): (1) a strong sense of belonging to the organization, (2) a sense of being a member or part of the organization, (3) a sense of connection with other members of the organization, and (4) feeling happy to be part of the organization. All three variables were assessed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis

The study's measurement tool was validated, and reliability assessments were performed. Confirmatory Factor Analysis (CFA) was employed to evaluate the instrument's validity, and Cronbach's alpha was used to assess its reliability, both utilizing the SPSS version 26 software. Multiple linear regression analysis was conducted to examine the impact of independent variables on the dependent variable. Furthermore, the moderating effect was investigated using Moderated Regression Analysis (MRA). These analytical procedures were performed using SPSS software version 26.

Results

Respondents' Profile

Table 2 presents the demographic characteristics. Among the respondents, 42% were between 22 and 30 years old, 46% were 31 to 40 years old, 10 percent were 41 to 50 years old, and 2% were over 50 years old. The gender distribution was 40% male and 60% female. Regarding educational background, 20% of the respondents had completed high school or vocational school, 10% held a diploma, and the largest group, comprising 70%, possessed a bachelor's degree. In terms of marital status, 86% of respondents were married, while the remaining 14% were single.

²The demographic characteristics of the respondents provide valuable context for understanding the findings of this study on the role of *handarbeni* in moderating the effects of abusive leadership on organizational citizenship behavior (OCB) among Sharia bank employees in Indonesia. The respondents are predominantly young to middle-aged, with 42% aged 22–30 and 46% aged 31–40, suggesting they are in critical stages of their professional development where organizational commitment and leadership dynamics are

particularly impactful. The majority (70%) hold bachelor's degrees, indicating a highly educated workforce that may have a more nuanced perception of leadership behaviors. Additionally, the higher proportion of female employees (60%) highlights the potential for gendered workplace experiences, which could influence the interplay between abusive leadership and *handarbeni*. With 86% of respondents being married, there is likely an emphasis on job stability and familial responsibilities, factors that may shape employees' sense of belonging and organizational commitment. These characteristics suggest a workforce that is both professionally and personally invested in their roles, making them well-suited for examining the moderating role of *handarbeni* in the Sharia banking sector.

Table 2. Respondents' Profile

Variables	Percentage (%) N = 250
Age (Year)	
>50	2
41 – 50	10
31 – 40	46
22 – 30	42
Sex	
Male	40
Female	60
Level of Education	
Bachelor Degree (S1)	70
Associate Degree (D3)	10
Senior/ Vocational High School	20
Marital Status	
Married	86
Single	14

Instrument Validity and Reliability

This study examines the validity of three variables: abusive leadership, organizational citizenship behavior, and *handarbeni*. Table 3 presents the results of a validity test for these three variables. The validity of each indicator is assessed through its loading factor, with all values exceeding the recommended threshold of 0.70, confirming convergent validity. For the Abusive Leadership variable, the loading factors range from 0.955 to 0.965, indicating strong validity. The OCB variable also demonstrates validity, with loading factors ranging from 0.816 to 0.889 across seven indicators. Lastly, the *Handarbeni* variable shows valid results with loading factors between 0.770 and 0.829. All indicators for these variables are classified as valid, supporting the reliability and construct validity of the measurement model used in the study.

Table 3. Results of Validity Test

Variables	Indicators	Loading Factor	Status
Abusive Leader	AL1	.959	Valid
	AL2	.965	Valid
	AL3	.955	Valid
	AL4	.956	Valid
	AL5	.960	Valid

Variables	Indicators	Loading Factor	Status
OCB	OCB1	.816	Valid
	OCB2	.848	Valid
	OCB3	.861	Valid
	OCB4	.889	Valid
	OCB5	.887	Valid
	OCB6	.884	Valid
	OCB7	.858	Valid
<i>Handarbeni</i>	HAN1	.771	Valid
	HAN2	.812	Valid
	HAN3	.829	Valid
	HAN4	.770	Valid

Hypothesis Testing Results

Before testing the research hypothesis using regression analysis, a correlation test was conducted to assess the strength of the relationship between the conceptualized variables. The results of the correlation test showed a significant negative correlation between abusive leadership and OCB ($r = -.193$; $p < .01$), a significant negative correlation between abusive leadership and *handarbeni* ($r = -.148$; $p < .05$), and a significant positive correlation between *handarbeni* and OCB ($r = .777$; $p < .01$) (see Table 4). Based on the results of the correlation test among the three key variables of the study, it can be concluded that the three key variables are interrelated and have a strong relationship.

Table 4. Correlation Test

Variables	Mean	SD	1	2	3
Abusive Leader	2.84	1.48	-		
<i>Handarbeni</i>	4.13	.92	-.148 *	-	
OCB	4.01	1.01	-.193 **	.777 **	-

* $p < .05$; ** $p < .01$

Next, a regression analysis was performed to test the hypotheses. The first hypothesis testing revealed that abusive leadership had a negative and significant effect on organizational citizenship behavior ($R^2 = .037$; t -values = -3.099 ; $p = .002 < .01$) (see Table 5). Based on these results, it can be concluded that Hypothesis 1 is supported. This means that individuals who receive abusive treatment from their leaders tend to display lower levels of organizational citizenship behavior.

Furthermore, a series of tests using tiered regression analysis were performed to determine the potential of the *handarbeni* variable as a moderator in the relationship between abusive leadership and organizational citizenship behavior. We conducted a three-step regression process: first, the *handarbeni* variable was entered ($R^2 = .604$); second, the abusive leadership variable was included ($R^2 = .607$); and finally, the interaction variable, created by multiplying the scores of abusive leadership and *handarbeni*, was incorporated ($R^2 = .612$).

Table 5 further shows that the results of regression testing with the interaction of abusive leadership and *handarbeni* indicate a positive and significant effect ($R^2 = .612$; $t = 2.003$; $p = .046 < .05$). Based on these results, Hypothesis 2 was accepted. Therefore, *handarbeni* has proven to be a moderating variable in the relationship between abusive

leadership and organizational citizenship behavior. This implies that *handarbeni* can strengthen the relationship between abusive leadership and organizational citizenship behavior. This effect was stronger in individuals with a high sense of belonging than in those with a low sense of belonging.

Table 5. Result of Hypothesis Testing

	Dependent Variable: OCB					
	R ²	F	Unstandardized Coefficients B	Standardized Coefficients B	t-values	p-values
	Hypothesis Testing 1					
Abusive Leader	.037	9.605**	-.132	-.193	-3.099**	.002
Hypothesis Testing 2						
<i>Step 1</i>						
<i>Handarbeni</i>	.604	379.398**	.847	.777	19.452**	.000
<i>Step 2</i>						
<i>Handarbeni</i>	.607	193.419**	.835	.765	19.058**	.000
Abusive Leader			-.054	-.080	-1.986*	.048
<i>Step 3</i>						
<i>Handarbeni</i>	.612	131.858**	.609	.559	5.054**	.000
Abusive Leader			-.325	-.477	-2.359*	.019
Abusive Leader x <i>Handarbeni</i>			.065	.427	2.003*	.046

* $p < .05$; ** $p < .01$

Discussion

This study aims to investigate the relationship between abusive leadership and organizational citizenship behavior, and to examine the role of *handarbeni* (a sense of belonging) as a moderator in this relationship. This study reveals a negative and significant relationship between abusive leadership and organizational citizenship behavior. This suggests that employees who frequently experience abusive treatment from their leaders tend to exhibit lower levels of organizational citizenship behavior, and vice versa. This aligns with the principles of social exchange theory, which posits that individuals tend to reciprocate negative treatment when they experience it (Decoster et al., 2014; Avey et al., 2015; Kilroy et al., 2023). Abusive supervision can be viewed as a negative experience that ultimately reduces employees' OCBs, leading to decreased engagement (AIZgool et al., 2023; Rice et al., 2020). However, when subordinates believe that abusive supervisors are motivated by a desire to improve performance (i.e., higher performance promotion attribution), abusive supervision is more likely to induce guilt, which in turn reduces

deviant behaviors and encourages more organizational citizenship behaviors (Asim et al., 2024; Yu & Duffy, 2021). These findings offer valuable insights for managers in Sharia banking institutions, highlighting the importance of monitoring how leaders interact with their staff to prevent negative impacts on employees' OCB. Leaders must exercise caution in the treatment of employees to maintain consistent levels of extra-role performance among staff members.

This study confirms that *handarbeni* can moderate the relationship between abusive leadership and organizational citizenship behavior. This signifies that individuals with high and low sense of belonging or self-esteem tend to display different organizational citizenship behaviors when they receive abusive treatment from their leaders. The results of this study provide support for social exchange theory and self-identity theory, which explain that individuals will exhibit different behavior patterns depending on their sense of belonging or dependability in dealing with stressors and the negative behavior they receive (Wonda, 2024; Rosari, 2017). Cooperative employees are expected to demonstrate a strong sense of ownership, which is reflected in their responsibility to sustain and advance the cooperative (Rohmadi & Udin, 2024).

Employees with high self-esteem or a sense of belonging tend to be more resistant and stronger when subjected to abusive treatment by their leaders, so they still feel comfortable doing their jobs and even display high organizational citizenship behavior. Bani-Melhem et al. (2021) argued that the negative impact of abusive supervision on employee self-esteem is more pronounced in employees with high resilience. Meanwhile, employees who have low self-esteem or a sense of belonging tend to perceive abusive treatment as a negative behavior, which can make them unenthusiastic at work and even experience work stress (Abdelwahed et al., 2024; Marchant-Pérez et al., 2024). In addition, abusive treatment creates an unfavorable working environment (Qonitah & Sholahuddin, 2024). When abused employees perceive that their fellow group members experience little to no supervisory abuse, they are more likely to feel resentful and envious, leading to insecure group-attachment patterns (Santos et al., 2024). However, if they experience higher levels of abuse, these dynamics may shift (Ogunfowora et al., 2021). Employees who have low self-esteem tend to be stressed more easily and cannot withstand the harsh treatment given by their leaders, so they tend to close themselves off and display low organizational citizenship behavior. Encouraging ethical leadership and fostering strong leader-member exchange within organizations enhances employees' organizational citizenship behavior (Arshad et al., 2021). This provides important insights to stakeholders in Sharia banking companies in terms of managing the extra-role performance of their employees, namely, by considering the level of employee reliability.

The results of this study have several significant implications, both theoretical and practical. Theoretically, the findings expand on social exchange theory and self-identity theory by demonstrating that the moderating effect of *handarbeni* highlights the nuanced ways employees respond to abusive leadership based on their sense of belonging and self-esteem. This adds depth to our understanding of how individual differences shape employee behavior in the face of adverse leadership styles. Practically, these findings emphasize the importance of fostering a supportive organizational culture and investing in leadership development programs that minimize abusive practices. Organizations, particularly Sharia banking institutions, should prioritize building an environment that promotes ethical leadership and strengthens employees' sense of belonging. Providing

resilience training and mental health support for employees with lower self-esteem can also mitigate the adverse effects of abusive leadership. These measures not only enhance organizational citizenship behavior but also create a more harmonious and productive workplace.

Conclusion


This study underlines that abusive leadership has a negative and significant relationship with the organizational citizenship behavior of employees. *Handarbeni* moderated the relationship between abusive leaders and employees' organizational citizenship behavior. Employees with high and low self-esteem or a sense of belonging showed different behavior patterns when they received abusive treatment from their leaders or superiors. Thus, companies must also pay attention to the *handarbeni* level among employees, by providing treatment to increase employees' sense of *handarbeni* towards the company. This can be achieved by instilling a sense of joy and pride in employees, making them feel like an important part of the company. By continuously fostering a sense of *handarbeni* in employees, it is hoped that they will continue to exhibit high levels of OCB even if they receive abusive treatment from their leaders. The results are expected to provide insight to companies, particularly in the Sharia banking sector, in minimizing the negative impact of leaders' abusive treatment on employees.

While this study offers valuable insights, it has certain limitations. First, it employs a cross-sectional research design, which limits the ability to establish causal relationships between abusive leadership, *handarbeni*, and OCB. Future studies could use longitudinal designs to observe the long-term effects and changes in these dynamics. Second, the research focuses solely on employees in the Sharia banking sector in Surakarta, Indonesia, which may limit the generalizability of the findings to other sectors or regions. Further research should investigate a broader range of industries and cultural settings to validate and expand upon these results. Third, the study relies on self-reported data, which may introduce biases such as social desirability or subjective perceptions. Future research could incorporate multi-source data collection methods, such as peer or supervisor assessments, to enhance the robustness of findings. Lastly, this study emphasizes the moderating role of *handarbeni* but does not explore other potential mediators or moderators that might influence the relationship between abusive leadership and OCB. Future studies should examine additional variables, such as organizational culture, job satisfaction, or emotional resilience, to develop a more comprehensive model.

Authors' Declaration

The authors made substantial contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

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