

ABUSIVE LEADERSHIP

by Edi Cahyono

Submission date: 24-Jun-2023 03:50AM (UTC+0700)

Submission ID: 2121573876

File name: 00._Research_Paper_SHIRKAH_Edi_Cahyono_et_al_2023.docx (1.26M)

Word count: 5131

Character count: 28901



Research Paper

Abusive Leadership and Organizational Citizenship Behavior of Sharia Bank Employees: What is the Role of Handarbeni?

Edi Cahyono ^a, Wahyu Widarjo ^b, Rakotoarisoa Maminirina Fenitra ^c

^a *scasarjana, Universitas Islam Negeri (UIN) Salatiga, Indonesia*

^b *Faculty of Economics and Business, Universitas Sebelas Maret, Indonesia*

^c *ASTA Research Center, Antananarivo, Madagascar*

Corresponding email: edi.cahyono@iainsalatiga.ac.id

Leave it blank

ARTICLE INFO	ABSTRACT
<p>Keywords: Abusive leader, Organizational Citizenship Behavior, Sense of belonging, Handarbeni, Sharia Bank</p> <p>Article history: Received: Revised: Accepted: Available online:</p> <p>To cite in APA style:</p>	<p>This research entails two main objectives. First, it explains the relationship between abusive leadership and employees' Organizational Citizenship Behavior (OCB). Second, this study proposes an alternative model by conceptualizing a <i>handarbeni</i> as a moderating variable to clarify the relationship between abusive leadership and OCB. The sample engaged 250 employees working at Islamic Banks in the Surakarta Region. A purposive sampling technique was applied to select respondents. This study underlines that abusive leadership has a negative and significant relationship with employees' OCB. This study also found that friendship or a <i>handarbeni</i> moderated the relationship between abusive leadership and employees' OCB. The study's findings explain that employees with <i>handarbeni</i> or with high and low sense of belonging showed different behavior patterns when they received abusive treatment from their leaders or superiors.</p>

² This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

Introduction

The phenomenon of abusive leadership in Indonesia is a relatively profound issue to study. It is motivated by the underlying circumstances in which Indonesia is included in countries with a high-power distance cultural dimension (Hofstede, 1983). In a country with a culture of high-power distance, a company leader has unlimited power and control over his employees, so the potential for abusive behavior by leaders toward subordinates is more prevalent. Previous studies indicated that employees in Indonesia

had experienced being treated abusively by their leaders in companies (Hancock, 2000). The practice of abusive leadership is commonly found in small and medium-scale banking companies, for example in rural banks (Cahyono & Abdullah, 2021). Despite the phenomenon of abusive leader practices having the potential to occur in banking companies in Indonesia, there is comparatively little research examining this topic in Indonesia (Cahyono et al., 2020b).

⁹ Several previous studies have found that abusive leadership can have a negative impact on the performance or organizational citizenship behavior (hereinafter abbreviated as OCB) of employees in companies (Zellars et al., 2002; Haryanto & Cahyono, 2019; Cahyono et al., 2020b). This will pose a negative impact if it is not immediately minimized and given a good stimulus. OCB is an extra behavior that exceeds the standard tasks set by the company, and this behavior brings a positive impact on the company. Every company hopes to have employees who display high OCB, thus properly supporting the achievement of goals. Many studies have been conducted on the factors that influence employee OCB, however, they suggest a variety of variables and research models (See ⁵ Zellars et al., 2002; Decoster et al., 2014; Cahyono et al., 2020). ⁵ The diversity that occurs provides an opportunity to redesign research models that can explain phenomena in the observed settings.

This study focused on ¹ the relationship between abusive leadership and employees' OCB. This is important because there are still inconsistencies in the results of previous studies on ¹ the relationship between abusive leadership and OCB. Although abusive leadership has been found to cause ¹⁷ low levels of employees' OCB (Zellars et al., 2002; Cahyono et al., 2020; Cahyono, 2021), other ²¹ studies have revealed that abusive leadership has no significant effect on OCB (Raferty & Restubog, 2011; Gregory et al., 2013). The inconsistency of the results of these studies provides an opportunity for researchers to explain the irregular pattern of relationships that occur. This study conceptualizes *handarbeni* as a moderating variable which is expected to provide a detailed explanation of the pattern of relationships that occur.

The model constructed in this study relies on three observed variables, namely abusive leadership as ²⁴ the independent variable, OCB as the dependent variable, and *handarbeni* as the moderating variable. The following is an explanation of each observed variable.

Abusive leadership is the first variable conceptualized in this study. This variable is important to study given the previous studies have the potential to return a negative impact on employees and the company if it is not seriously addressed. The phenomenon of abusive leadership is very prone to occur in companies in Indonesia

Author name, Author name, Author name: Your title goes here

because it is a country that has a cultural dimension of high-power distance (Hofstede, 1983). In a country with such a culture, a company leader has unlimited power and control over his employees, hence abusive behavior by leaders towards subordinates has a greater potential to occur. In this study, abusive leadership is conceptualized as a variable that has the potential to influence employee OCB.

OCB is the next variable that is conceptualized as a variable that is influenced by abusive leadership. Previous studies have explained that abusive leadership has a negative effect on employee OCB. Employees who are treated offensively by their leaders tend to display low OCB (Zellars et al., 2002).

Handarbeni is the last variable conceptualized as a moderating variable. Previous studies have found that *handarbeni* has a positive impact on employee OCB (Rosari, 2017). Employees with high loyalty to the company will display high OCB. This is based on social exchange theory, which emphasizes the reciprocal relationship between company leaders and employees. If a company exhibits bad treatment to its employees, the employee will return the treatment by giving bad behavior to the company; by not displaying OCB, and vice versa (Cropanzano & Mitchell, 2005; Zhang et al., 2013). In this study, *handarbeni* is expected to clarify the relationship between abusive leadership and OCB employees.

Theoretical Foundation and Hypothesis Development

Social Exchange Theory

This study uses social exchange theory as a theoretical foundation to explain the conceptualized research model. Social exchange theory is a theory that puts forward the principle of reciprocity (Blau, 1964; Cropanzano & Mitchell, 2015). The concept of reciprocity is the core of social exchange theory. Reciprocity can be either positive feedback or negative feedback. 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 will feel obliged to repay the treatment of superiors. Meanwhile, negative reciprocity denotes that negative treatment will be returned with negative treatment (Harris et al., 2007; Cropanzano & Mitchell, 2015).

This theory has been widely used by previous studies to explain the impact caused by abusive leadership (See Xu et al., 2012; Chu, 2013; Avey et al., 2015; Decoster et al., 2014). Based on the results of a review of previous studies, it can be concluded that social exchange theory can be used to explain the phenomenon of abusive leadership. In this study, social exchange theory is used to explain the relationship between abusive leadership and OCB. This is important to conduct given the exchange theory that a person

who is treated negatively by another person will match the negative treatment with negative action (Blau, 1964; Cropanzano & Mitchell, 2015). Employees who receive negative treatment tend to respond to this treatment by showing low OCB or even zero OCB.

Handarbeni (Sense of Belonging)

In the context of Javanese culture, KGPAA Mangkunegara I taught the concept of Tri Dharma about a sense of belonging, namely *rumangsa melu handarbeni, wajib melu hangrungkebi, mulat sarira hangrasa wani* (having a sense of belonging, taking responsibility, and being willing to openly see their own mistakes). *Rumangsa handarbeni* means to have a sense of belonging. In the organizational or company context, it can be interpreted as a sense of responsibility towards a task. One realizes that these tasks must be sensed, realized as one's own. If the responsibility is accepted and considered his own, it is expected that it will encourage one to carry out the task responsibly and wholeheartedly (Rosari, 2017).

In *rumongso melu handarbeni*, ownership orientation is not for self-interest but for social interests. Serat Wulangreh Paku Buwono IV (1925) explains that *melu handarbeni* is oriented towards social aspects whose direction is the benefit of the common interest or the interests of the company. When individuals have a sense of trust in a company, they will have a sense of belonging to their organization as a comfortable place to be (Rosari, 2017).

In this study, *handarbeni* is derived from this concept and then applied as a moderating variable to weaken the influence of abusive leadership on employee OCB. Employees with high reliance on the company tend to be more resistant and adamant about the abusive treatment given by their leaders; therefore employees display OCB while working at the company.

Relevant Prior Research

Research on the relationship between abusive leadership and OCB has progressed rapidly over the last two decades. The following is a summary of the results of previous research on abusive leadership from 2002 to 2021. The summary provides an overview of the consequences of abusive leadership, along with an overview from the perspective of research methodology and research results.

Table 1. Mapping of Previous Research

Author (Year)	Independent Variable	Dependent Variable	Moderating Variable	Mediating Variable	Samples	Result
Zellars <i>et al.</i> , (2002)	Abusive Supervision	OCB	Defined as extra-role behavior	OCB	373 Air National Guard di USA	Abusive supervision negatively correlated on OCB
Aryee <i>et al.</i> , (2007)	Abusive Supervision	<ul style="list-style-type: none"> • Interactional justice • Affective commitment • OCB 	Authoritarian leadership	-	178 employees of telecommunication company located in southeastern China	Abusive supervision has no significant effect on interactional justice and negatively effect on affective commitment and OCB
Raferty & Restubog (2011)	Abusive Supervision	OCB	-	-	175 employees in Filipina	Abusive supervision has no significant effect on OCB
Gregory <i>et al.</i> , (2013)	Abusive Supervision	OCB	Dyadic Duration	-	357 Bank employees in kzhaktan	Abusive supervision has no significant effect on OCB
Decoster <i>et al.</i> , (2014)	Abusive Supervision	<ul style="list-style-type: none"> • OCB • Employees Performance 	-	LMX	203 employees in Belgia	Abusive leader negatively and significant effect on OCB
Avey <i>et al.</i> , (2015)	Abusive Supervision	<ul style="list-style-type: none"> • OCB • Deviant behavior 	Job Embeddedness	-	603 employees in USA	Abusive supervision negatively correlated on OCB and positively correlated on deviant behavior

Rosari (2017)	<i>Rumongso melu handarbeni</i>	OCB	-	586 employees in wilayah Central Java and Yogyakarta	<i>Rumongso melu handarbeni</i> positively effect on affective commitment and OCB
Cahyono et al., (2020)	Abusive Supervision	OCB	Gender	104 employees hotel in Indonesia	Abusive supervision negatively correlated on OCB. Gender moderated correlation between abusive supervision and OCB.
Cahyono (2021)	Abusive Leader	OCB	<i>Agreeableness</i>	200 Rural Bank Employees in Surakarta Region	Abusive leader negatively and significant correlated on OCB
Present Studies	Abusive Leader	OCB	Handarbeni	Sharia Bank Employees	-

Source: Author's Calculations, 2023

Based on the results of a review of previous research on the relationship between abusive leadership and OCB, it can be inferred that three important issues should be addressed in this study, namely:

First, there are still inconsistencies in the research results between abusive leadership and OCB. Abusive leadership was found to be negatively related to employee OCB (Zellars et al., 2002), but other studies found that abusive supervision was not significantly related to employee OCB (Rafferty & Restubog, 2011; Gregory et al., 2013).

Second, several previous studies have proposed a moderating variable to weaken the negative impact caused by abusive supervision, but previous studies have not conceptualized the *handarbeni* variable as a moderating variable in the relationship between abusive supervision and OCB, despite these variables being comparatively important in influencing the relationship between abusive supervision and employee OCB. Previous studies indicate that individuals with high reliance on companies tend to be more likely to receive abusive supervisory treatment, so they will constantly show OCB.

Third, there are still limited references to the relationship between abusive leadership and OCB in the Indonesian context. The majority of previous studies were conducted in Western countries, although a few have been conducted in Eastern states. This limited reference is an opportunity for researchers to contribute to the development of knowledge about the relationship between abusive leaders and employees' OCB.

Relationship between Abusive leadership and OCB

Based on the social exchange theory, abusive leadership is a form of negative treatment given by supervisors or leaders to subordinates. This can potentially have a negative impact on employee attitudes and performance (Cropanzano & Mitchell, 2005). Abusive leadership is an unpleasant treatment carried out by leaders to subordinates that is expressed through ridicule, harsh words, anger, and other bad treatments (Tepper, 2000). In this study, it is conceptualized that abusive leadership has a negative effect on employee OCB.

Regarding the relationship between abusive leadership and OCB, the results of previous studies show a negative relationship (Zellar et al., 2002; Zhao et al., 2013). If employees are treated abusively by their leaders, then they will respond to the treatment by giving low OCB. Employees who feel treated abusively will give low extra-role performance because they will spend their time coping with the stress they feel, which results in a decrease in employee performance, both in-role and extra-role (Zellars et al., 2002; Cahyono et al., 2020; Cahyono, 2021).

³
Based on the theoretical explanation and the regularity of the influence between the variables, the hypothesis proposed in this study is as follows:

²¹
H1: Abusive leadership has a negative relationship with OCB.

²⁸ *Handarbeni as Moderator of the Relationship between Abusive Leadership and OCB*

There have been previous studies that examined the relationship between *rumongso melu handarbeni* (sense of belonging) and employee OCB (See Davila & Garcia, 2012; Davila & Finkelstein, 2013; Farmer et al., 2015; Rosasi, 2017). Regardless of the variable of belonging that has been studied in previous research, it is rather rare to find those conceptualizing a sense of belonging as a moderating variable in the context of abusive leadership and OCB. The sense of belonging in this study is conceptualized as a moderating variable that is expected to provide a detailed explanation of the relationship between abusive leadership and employee OCB at Islamic banks. Individuals with a high and low *handarbeni* will display different attitudes and behaviors when subjected to abusive treatment by their superiors, based on social exchange theory. Individuals with a high *handarbeni* 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 (Davila & Garcia, 2012; Rosari, 2017).

³
Based on the theoretical explanation and the regularity of the influence between the variables, the hypothesis proposed in this study is as follows:

¹
H2: *Handarbeni* moderates the relationship between the abusive leader and OCB.

Research Methods

Scope of Research

There are three important things described in this sub-discussion, namely: 1. Type of Research. This research is survey research that aims to explain the relationship between variables indicated to explain the phenomena in this study. 2. Time Dimension. This research was conducted at one point in time, so it did not consider changes that occurred due to alteration in time (cross-sectional); 3. Research Variables. The variables conceptualized to build an alternative model are of abusive leadership, OCB, and *handarbeni*.

Samples and Procedures

The respondents in this study comprise 250 employees working at Islamic banks in the Surakarta area. A purposive sampling technique was implemented to select respondents. This method is used to obtain information in accordance with the research objectives. The sample criteria in this study are as follows: 1. having a supervisor or leader at work, 2. having worked for at least one year. Data collection was carried out using a questionnaire either directly or online using Google Forms. To encourage respondent participation, we provided rewards to respondents who participated in the research.

Operational Definition and Variable Measurement

Abusive leadership is an independent variable in this study. Abusive leadership is operationally defined as subordinates' perceptions of the extent to which company leaders engage in unpleasant verbal and non-verbal behavior, excluding physical contact (Tepper, 2000). The variable of abusive leadership is measured using 5 indicators adopted from Tepper (2000) and Mitchell & Ambrose (2007). The indicators include: 1. ridicule, 2. mockery, 3. belittling, 4. negative comments, 5. harsh words.

OCB is the dependent variable in this study. It is extra behavior that exceeds the standard duties set by the company. The variable is measured using 7 items adopted from William & Anderson (1991). These indicators are: 1. volunteering to help friends with work, 2. volunteering to help friends with heavy workloads, 3. volunteering to help supervisors or bosses, 4. volunteering to help co-workers' problems, 5. volunteering to help new co-workers, 6. sharing interests with other people, 7. Volunteering to share information with colleagues.

A sense of belonging (*handarbeni*) is a moderator variable in this study. A sense of belonging is operationally defined as taking part/sharing the feeling that one is part of the company/organization where one works. The sense of belonging variable is measured using four indicators adopted by Koh & Kim, 2003; Lin, 2008; and Zhao et al., 2012. These indicators are: 1. A strong sense of belonging to the organization; 2. A sense of being a member/part of the organization; 3. A sense of belonging to members of the organization; 4. Feeling happy to be a member or part of the organization.

These three variables were measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Methods of Data Analysis

The research instrument test was carried out using a validity test and a reliability test. Validity test of the instrument used Confirmatory Factor Analysis (CFA) and reliability test of the instrument used Cronbach’s Alpha assisted with SPSS software version 26.

To test the hypothesis of the effect of independent variables on the dependent variable used multiple linear regression analysis, and to test the moderating effect used Moderated Regression Analysis (MRA) assisted with SPSS software version 26.

Results and Discussion

Respondent Profile Description

Table 2 describes the description of the respondent's profile. The number of respondents aged 22-30 years was 42 percent, 31-40 years was 46 percent, 41-50 years was 10 percent, and over 50 years was 2 percent. The number of male respondents was 40 percent, while the number of female respondents was 60 percent. The education level of the respondents indicated that 20 percent had a high school/vocational school education, 10 percent had a Diploma education, and the majority of 70 percent had a Bachelor's degree. A total of 86 percent of respondents were married, and the remaining 14 percent were single.

Table 2. Respondents Profiles

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
High School (SMA/SMK)	20
Marital Status	
Married	86
Unmarried	14

Source: Author’s Calculations, 2023.

Instrument validity and reliability test results

To determine the level of accuracy and validity of a measuring instrument, it is necessary to test the validity of the research instrument. In this study, there are three research variables tested for validity: abusive leadership, organizational citizenship behavior, and *handarbeni*. The test results for each of these variables are presented in full in Table 3.

Table 3. Validity Test

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

Source: Author's Calculations, 2023.

Table 3 explains that all items to measure the variables of abusive leadership, OCB, and *handarbeni* are deemed to be valid. This is because the loading factor value obtained is above 0.5. Therefore, it can be concluded that the research instruments used in this study can be accounted for their level of validity so that they can be used for further testing.

To determine the level of consistency and reliability of the indicators used to measure variables in this study, instrument reliability testing is required. In this study, there are 3 variables to be tested for reliability: abusive leadership, OCB, and *handarbeni*. The results of the reliability test for each variable are presented in full in Table 4.

Table 4. Reliability Test

Variables	Cronbach Alpha	Status
Abusive Leader	.981	Reliable
OCB	.946	Reliable
Handarbeni	.971	Reliable

Source: Author’s Calculations, 2023.

Table 4 explains that the reliability test of the 3 variables used in this study showed a Cronbach alpha value > 0.60. This means that the variables of abusive leadership, OCB, and *handarbeni* are reliable, so they can be used for further testing.

Research Hypothesis Testing Results

Before testing the research hypothesis with regression analysis, this study conducted a correlation test to determine the strength of the relationship between the conceptualized variables. The results of the correlation test between abusive leadership and OCB were negatively correlated and significant ($r = -.193$; $p < 0.01$), the results of the correlation test between abusive leadership and abusive leadership were negatively correlated and significant ($r = -.148$; $p < 0.05$), and the results of the correlation test between *handarbeni* and OCB were positively and significantly correlated ($r = .777$; $p < 0.01$) (See Table 5).

Table 5. Correlation Test

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

* $p < 0.05$; ** $p < 0.01$

Source: Author’s Calculations, 2023.

Next, regression analysis was performed to test the formulated hypotheses. Testing the first hypothesis found that abusive leadership had a negative and significant effect on organizational citizenship behavior ($B = -.132$; $p < 0.01$) (See Table 6). Based on these results, statistically, it can be concluded that hypothesis 1 is supported. This means that individuals who receive abusive treatment from their leaders tend to display low levels of organizational citizenship behavior. Furthermore, a series of tests using tiered regression analysis was also performed to determine the potential of the *handarbeni* variable as a moderator in the relationship between abusive leadership and organizational citizenship behavior. We performed a three-step regression process. The first step is to enter the variable *handarbeni*. Second, it includes the abusive leader variable. Finally, it incorporates the interaction variable (multiplying the scores of the abusive leader and the *handarbeni*). Table 6 shows that the results of regression testing

Author name, Author name, Author name: Your title goes here

using interactions (abusive leadership and *handarbeni*) were found to have a positive and significant effect ($B = .065$; $p < 0.05$). Based on these results, statistically, it can be concluded that hypothesis 2 is supported. Therefore, based on statistical data, *handarbeni* is 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 for individuals with a high sense of belonging than for individuals with a low sense of belonging.

Table 6. Result of Hypotesis Testing

	OCB		
	R ²	F	B
Hypotesis Testing 1			
Abusive Leader	.037	9.605**	-.132**
Hypotesis Testing 2			
<i>Step 1</i>			
<i>Handarbeni</i>	.604	379.398**	.847**
<i>Step 2</i>			
<i>Handarbeni</i>	.607	193.419**	.835**
Abusive Leader			-.054*
<i>Step 3</i>			
<i>Handarbeni</i>	.612	131.858**	.609**
Abusive Leader			-.325*
Abusive Leader x <i>Handarbeni</i>			.065*

* $p < 0.05$; ** $p < 0.01$

Source: Author's Calculations, 2023.

Discussion

This study has two main objectives. The first is to investigate the relationship between abusive leadership and the organizational citizenship behavior. The second is to determine the role of a sense of belonging as a moderator of the relationship between abusive leadership and organizational citizenship behavior of employees. The results of this study provide support for the first hypothesis, which indicates a negative and significant relationship between abusive leadership and organizational citizenship behavior. It suggests that employees who more often receive abusive treatment by their leaders tend to have a low level of organizational citizenship behavior, and vice versa. This is consistent with social exchange theory, which states that when someone is given bad treatment by another person, the individual will return the bad behavior as well.

This denotes that employees who feel treated abusively by their superiors will respond to this treatment by displaying low organizational citizenship behavior. These results provide insight for Islamic banking managers to pay attention to the treatment given by leaders to employees, so as not to have a negative impact on employee OCB. Leaders' prudence in treating employees is very important in maintaining the stability of employee extra-role performance.

The study results also find support for the second hypothesis, which confirms that *handarbeni* can moderate the relationship between abusive leadership and organizational citizenship behavior among employees. This signifies that individuals with a 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.

Employees who have 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 will still feel comfortable doing their jobs and even display high organizational citizenship behavior. Meanwhile, employees who have low self-esteem or a sense of belonging tend to perceive abusive treatment as negative behavior, which can make them unenthusiastic at work and even experience work stress. Employees who have low levels of self-esteem tend to get stressed more easily and cannot stand the harsh treatment given by their leaders, so they tend to close themselves off and display low organizational citizenship behavior. This provides important insights to stakeholders in Islamic banking companies in terms of managing the extra-roles performance of their employees, namely by taking into account the level of employee reliability.

Conclusion

This study underlines that abusive leadership has a negative and significant relationship with the organizational citizenship behavior of employees. This study used social exchange theory as a basis for explaining this relationship. Also, this study found that *handarbeni* moderated the relationship between abusive leaders and employees' organizational citizenship behavior. This study uses the basic concept of self-identity theory as a basis for explaining this relationship. The findings explain that employees

Author name, Author name, Author name: Your title goes here

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.

References

- Aryee, S., Z.X. Chen., L. Sun., & Y.A. Debrah. 2007. Antecedents and outcomes of abusive supervision: Test of a trickle-down model. *Journal of Applied Psychology*. Vol 92, pp 191- 201.
- Avey, J. B., K. Wu., & E. Holley. 2015. The Influence of Abusive Supervision and Job Embeddedness on Citizenship and Deviance. *Journal of Business Ethics*. Vol 129, pp 721–731.
- Blau, P. M. 1964. *Exchange and power in social life*. New York: John Wiley.
- Cahyono, E. 2021. Hubungan antara Pemimpin Abusif dan Organizational Citizenship Behavior : Apakah Agreeableness sebagai Pemoderasi?. *EKOMAKS: Jurnal Ilmu Ekonomi, Manajemen, dan Akuntansi*. Vol 10, No 2, pp 95-100.
- Cahyono, E., Haryono, T., Haryanto, B., & Harsono, M. 2020. The Role of Gender in the Relationship Between Abusive Supervision and Employee's Organizational Citizenship Behaviour in Indonesia. *International Journal of Trade and Global Markets*, 13 (3), 311-322.
- Chu, L. 2013. Mediating toxic emotions in the workplace - the impact of abusive supervision. *Journal of Nursing Management*. Vol 22, No 8, pp 953-963.
- Cropanzano, R., & Mitchell, M. S. 2005. Social exchange theory: An interdisciplinary review. *Journal of management*. Vol 31, No 6, pp 874-900.
- Davila, M. C., & Finkelstein, M. A. 2013. Organizational citizenship behavior and well-being: Preliminary results. *International Journal of Applied Psychology*, 3(3), 45-51.
- Dávila, M. C., & García, G. J. 2012. Organizational identification and commitment: correlates of sense of belonging and affective commitment. *The Spanish journal of psychology*, 15(1), 244-255.
- Decoster, S., J. Camps., & J. Stouten. 2014. The mediating role of LMX between abusive supervision and work behaviors A replication and extension. *American Journal of Business*. Vol. 29, No. 1, pp. 61-75.
- Farmer, S. M., Van Dyne, L., & Kamdar, D. 2015. The contextualized self: How team-member exchange leads to coworker identification and helping OCB. *Journal of Applied Psychology*, 100(2), 583.
- Gregory, B.T., T. Osmonbekov., S.T. Gregory., M.D. Albritton., & J.C. Car. 2013. Abusive supervision and citizenship behaviors: exploring boundary conditions. *Journal of Managerial Psychology*. Vol. 28 No. 6, pp. 628- 644.
- Harris, K. J., K.M. Kacmar., & S. Zivnuska. 2007. An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of the relationship. *Leadership Quarterly*. Vol 18, pp 252- 263.
- Hofstede, G. 1983. National cultures in four dimensions: A research-based theory of cultural differences among nations. *International Studies of Management & Organization*. Vol 13, pp 46-74.

- Koh, J., Kim, Y. G., & Kim, Y. G. 2003. Sense of virtual community: A conceptual framework and empirical validation. *International journal of electronic commerce*, 8(2), 75-94.
- Lin, H. F. 2008. Determinants of successful virtual communities: Contributions from system characteristics and social factors. *Information & Management*, 45(8), 522-527.
- Mitchell, M. S., & M.L. Ambrose. 2007. Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology*. Vol 92, No 4, pp 1159- 1168.
- Rafferty, A.E & S.L.D. Restubog. 2011. The Influence of Abusive Supervisors on Followers' Organizational Citizenship Behaviours: The Hidden Costs of Abusive Supervision. *British Journal of Management*. Vol. 22, pp 270- 285.
- Rosari, R. 2017. Hubungan kepemilikan psikologikal pada konteks budaya jawa dengan anteseden dan konsekuensinya. *Jurnal Siasat Bisnis*, 21(1), 37.
- Tepper, B. J. 2000. Consequences of abusive supervision. *Academy of Management Journal*. Vol 43, pp 178- 190.
- Williams, L. J., & Anderson, S. E. 1991. Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management*. Vol 17, No 3, pp 601-617.
- Xu, E., X. Huang., C.K. Lam., & Q. Miao. 2012. Abusive supervision and work behaviors: The mediating role of LMX. *Journal of Organizational Behavior*. Vol 33, pp 531-543.
- Zellars, K., B. Tepper., & M. Duffy. 2002. Abusive supervision and subordinates' organizational citizenship behavior. *Journal of Applied Psychology*. Vol 87, pp 1068- 1076.
- Zhang, R. P., Tsingan, L., & Zhang, L. P. 2013. Role stressors and job attitudes: A mediated model of leader-member exchange. *The Journal of social psychology*, 153(5), 560-576.
- Zhao, H., Z. Peng., Y. Han., G. Sheard., & A. Hudson. 2013. Psychological Mechanism Linking Abusive Supervision and Compulsory Citizenship Behavior: A Moderated Mediation Study. *The Journal of Psychology*. Vol 147 No 2, pp 177- 195.
- Zhao, L., Lu, Y., Wang, B., Chau, P. Y., & Zhang, L. 2012. Cultivating the sense of belonging and motivating user participation in virtual communities: A social capital perspective. *International Journal of Information Management*, 32(6), 574-588.

ABUSIVE LEADERSHIP

ORIGINALITY REPORT

19%

SIMILARITY INDEX

%

INTERNET SOURCES

16%

PUBLICATIONS

10%

STUDENT PAPERS

PRIMARY SOURCES

- 1 **Edi Cahyono, Tulus Haryono, Budhi Haryanto, Mugi Harsono. "The role of gender in the relationship between abusive supervision and employee's organisational citizenship behaviour in Indonesia", International Journal of Trade and Global Markets, 2020** 4%

Publication
- 2 **Submitted to Universitas Diponegoro** 3%

Student Paper
- 3 **Submitted to IAIN Salatiga** 1%

Student Paper
- 4 **Submitted to Higher Education Commission Pakistan** 1%

Student Paper
- 5 **Wei Zeng, Ying Zhou, Zhengyu Shen. "Dealing with an abusive boss in China", International Journal of Conflict Management, 2018** 1%

Publication
- 6 **Can Wang, Yongchang Wei, Xuan Zhao, Xuan Zhang, Ye Peng. "Abusive Supervision and Creativity: Investigating the Moderating Role** 1%

of Performance Improvement Attribution and the Mediating Role of Psychological Availability", *Frontiers in Psychology*, 2021

Publication

7

Bing Liu, Ying Ma, Huijuan Wang, Fengyu Li, Guangjian Liu. "Abusive supervision and organizational citizenship behavior: A meta-analysis based on the perspective of multiple theories", *Current Psychology*, 2023

Publication

1 %

8

Wang-Ro Lee, Seung-Wan Kang, Suk Bong Choi. "Abusive Supervision and Employee's Creative Performance: A Serial Mediation Model of Relational Conflict and Employee Silence", *Behavioral Sciences*, 2022

Publication

1 %

9

Muhammad Zakiy. "Linking Person Supervisor Fit with Employee Performance and Work Engagement: The Mediating Role of LMX", *SAGE Publications*, 2022

Publication

<1 %

10

Lyu, Yijing, Hong Zhu, Hong-Jun Zhong, and Leqi Hu. "Abusive supervision and customer-oriented organizational citizenship behavior: The roles of hostile attribution bias and work engagement", *International Journal of Hospitality Management*, 2016.

Publication

<1 %

11

Peixu He, Qiongyao Zhou, Hongdan Zhao, Cuiling Jiang, Yenchun Jim Wu. "Compulsory Citizenship Behavior and Employee Creativity: Creative Self-Efficacy as a Mediator and Negative Affect as a Moderator", *Frontiers in Psychology*, 2020

Publication

<1 %

12

American Journal of Business, Volume 29, Issue 1 (2014-03-28)

Publication

<1 %

13

Chen Zhao, Zhonghua Gao, Yonghong Liu. "Worse-off than others? Abusive supervision's effects in teams", *Journal of Managerial Psychology*, 2018

Publication

<1 %

14

Journal of Chinese Human Resource Management, Volume 4, Issue 1 (2013-06-08)

Publication

<1 %

15

Taejun Cho, Yongho Park, Jaeyeon Jang. "Identifying the relationship between abusive supervision and organizational members' deviant behavior, in-role behavior and work-life balance", *Industrial and Commercial Training*, 2022

Publication

<1 %

16

Submitted to University of Greenwich

Student Paper

<1 %

17

"The Wiley - Blackwell Handbook of the Psychology of Leadership, Change, and Organizational Development", Wiley, 2013

Publication

<1 %

18

Submitted to The University of Manchester

Student Paper

<1 %

19

Amos Drory, Or Shkoler, Aharon Tziner. "Abusive leadership: A moderated-mediation through leader-member exchange and by organizational politics", *Frontiers in Psychology*, 2022

Publication

<1 %

20

Bambang Sunatar. "Effect of Leadership Style and Employee Competence on Employee Performance Through Organizational Citizenship Behavior", *Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)*, 2022

Publication

<1 %

21

Ying Xia, Li Zhang, Mingze Li. "Abusive Leadership and Helping Behavior: Capability or Mood, which Matters?", *Current Psychology*, 2017

Publication

<1 %

22

Submitted to University of Nottingham

Student Paper

<1 %

23

Bennett J. Tepper. "Abusive Supervision in Work Organizations: Review, Synthesis, and Research Agenda", Journal of Management, 2016

Publication

<1 %

24

Submitted to Tilburg University

Student Paper

<1 %

25

Yucheng Zhang, Zhongwei Hou, Xingxing Zhou, Yumeng Yue, Siqi Liu, XiaoXiao Jiang, Ling Li. "Abusive supervision: a content analysis of theory and methodology", Chinese Management Studies, 2021

Publication

<1 %

26

Submitted to uva

Student Paper

<1 %

27

Alebachew Goshim Azeref. "Determinants of Rural Household Saving: The Case of North Shewa Zone, Amhara Regional State, Ethiopia", Journal of Investment and Management, 2018

Publication

<1 %

28

Submitted to Universitas Sebelas Maret

Student Paper

<1 %

29

Harris, K.J.. "An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of

<1 %

30

Lu, Xiaojun. "Ethical Leadership and Organizational Citizenship Behavior: The Mediating Roles of Cognitive and Affective Trust", Social Behavior and Personality An International Journal, 2014.

Publication

<1 %

31

Xinfeng Ye, Shaohan Cai, Zhining Wang. "The effect of abusive supervision on safety behaviour of Chinese underground miners: a multi-level moderated mediation analysis", Chinese Management Studies, 2021

Publication

<1 %

32

Yoel Kurniawan Raharjo. "Pengembangan Model Pembelajaran Sejarah Kepemimpinan Berbasis Pedagogi Reflektif Untuk Meningkatkan Sikap Kepemimpinan Siswa SMA", AGASTYA: JURNAL SEJARAH DAN PEMBELAJARANNYA, 2021

Publication

<1 %
