



The influence of abusive leadership on organizational commitment: The mediating role of work stress

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ARTICLE INFO	ABSTRACT
<p><i>Article history:</i> Received Apr 24, 2025 Revised Apr 30, 2025 Accepted May 14, 2025</p> <p><i>Keywords:</i> Abusive leadership; Organizational commitment; Work stress.</p>	<p>This study aims to analyze the influence of abusive leadership on commitment organization with stress work as variable mediation. The study is based on the phenomenon of low loyalty of low attachment employees to the organization, which is suspected strongly influenced by style leadership that is not supported as well as height level stress work. In the context of cooperative save borrow in the sub-district Pituruh, pressure poor work, and interpersonal relationships between superiors and subordinates become issues crucial that affect the stability organization. Study This uses an approach with technique census against 44 employees. Data collection was carried out using a questionnaire, and data analysis using Structural Equation Modeling (SEM) method with tool help SmartPLS version 4. Based on the analysis of the results, abusive leadership is proven own influence positively significant to stress Work with a coefficient of 0.514, t-statistic 5.217, p-value of 0.000. Furthermore, abusive leadership also has an effect significant to commitment organization with a coefficient of -0.274, t-statistic of 2.501 and a p-value of 0.013. Stress Work proved influential negative significant to commitment organization with a coefficient of -0.426, t-statistic of 3.505, and p-value of 0.001. In addition, stress Work mediates the influence of abusive leadership on commitment organization in a way significant with an indirect effect of -0.219, a t-statistic of 2.873, and a p-value of 0.004. Findings This contribution is important in the development theory exchange, as well as becoming a reference practical for organizations to form a climate of healthy and supportive work loyalty employees.</p> <p><i>This is an open-access article under the CC BY- NC license.</i></p>

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1. INTRODUCTION

Competent and qualified human resource (HR) management is a key factor in the success of an organization, including cooperatives (Putri & Nugroho, 2022). Organizational commitment is an important part of the survival and success of an organization because it is related to employee loyalty, involvement, and desire to give their best contribution (Ajmal et al., 2024); (Putu Fabio et al., 2016); (Aras et al., n.d.). Employee commitment in

cooperatives, especially savings and loan cooperatives, is very important because they are the first to interact with cooperative members in terms of financial services (Carlson et al., 2000). Strong commitment can interfere with the quality of service and the achievement of organizational goals (Ateş & İhtiyaroğlu, 2018) ; (Widiani et al., 2023). Many factors, both internal and external, can influence organizational commitment. The most dominant internal factor is leadership style (Zahra Raudia Gozali, 2022) ; (Syaikul Falah, 2024). Both good and bad leadership styles can cause discomfort , stress, and conflict in the workplace, but a good leadership style can create a positive work environment. Abusive leadership also known as abusive leadership is a leadership style characterized by rude, demeaning, and disrespectful behavior towards subordinates verbally and nonverbally (Liu, 2021); (Oliveira & Najnudel, 2023) This leadership style damages work relationships and employee mental health (Srimindarti, 2024).

Employees who are continuously treated badly will experience work stress and psychological pressure in the long term (Nurul Hidayati, 2021). Work stress is a person's reaction to excessive pressure in the workplace that is not by their abilities or resources (Buulolo, 2021) ; (Atheya & Arora, 2014) ; (Nurendra & Saraswati, 2017). This condition can lead to emotional exhaustion, lack of work enthusiasm, or even leaving the company (Zellars et al., 2002). Frequently experiencing stress at work will cause a decrease in the sense of belonging and attachment to the organization (Kurniawan, 2019).

In daily life in savings and loan cooperatives in Pituruh District, authoritarian leadership style and limited communication are still seen. Some employees said that they were pressured by their leaders who did not provide appreciation or constructive feedback. This can reduce their work spirit and their loyalty to the cooperative. Therefore, it is important to find out whether this unfair leadership style significantly affects company commitment and whether work stress functions as a mediating factor that strengthens the relationship.

The purpose of this study is to directly examine how unethical leaders impact organizational commitment through the mediating role of work stress. Quantitative methods are used to conduct the analysis, and the data processing method used is SmartPLS (Modeling Equation Partial based structural Least Square). This research is expected to add to the literature on organizational behavior and leadership and provide theoretical input for cooperative management in creating a friendlier, fairer, and healthier work environment for employees.

Through this study, it is expected that the findings will provide a deeper understanding of how abusive leadership influences organizational commitment, particularly through the mediating role of work stress. The results are also expected to offer practical implications for organizational leaders in managing leadership styles and employee well-being to enhance commitment and performance.

2. RESEARCH METHOD

This study employs a quantitative approach with an associative research design. The population consists of all cooperative employees in the Pituruh District. A saturated sampling technique was used, involving the entire population, resulting in a total of 42 respondents. Data were collected using a questionnaire based on a Likert scale. Validity and reliability tests were conducted using SmartPLS through the analysis of outer loadings, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability. The data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) to examine both direct and indirect effects among the variables.

Table 1 . Source and Number of Items in the Instrument

Variables	Amount Statement	Source
Abusive Leadership	6	(Tepper, 2000)
Commitment Organization	4	(Suherman et al., 2017)
Stres Work	3	(Buulolo, 2021)

Statistical data analysis and path modeling were performed using Smart PLS 4.0 software. Two steps were performed sequentially using *multiple regression*. First the measurement model was evaluated and then the structural model was assessed. All statistical analyses performed were considered significant if *the p-value* ≤ 0.05 .

3. RESULTS AND DISCUSSIONS

Figure one shows the findings of the PLS analysis, showing the path coefficients (b), the statistical significance of the paths (*p-value*), and the variance explained by the structural model (R^2).

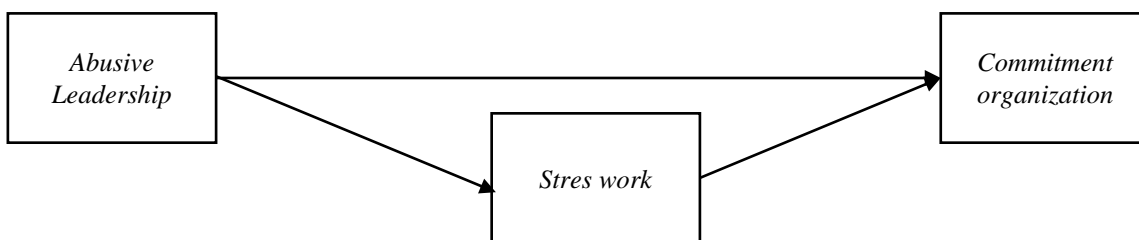


Table 2. Assessment of the Measurement Model

A measuring instrument is declared valid if the significant value of the item correlation to the total $\leq \alpha$ (Suliyanto, 2018). If the significant value of the correlation $\leq \alpha$ (0.05), then the measurement item is declared valid. A questionnaire is said to be reliable if the respondent's answers to the questions are consistent or stable over time. If *Cronbach Alpha* > 0.60 or 60%, then the item or variable is reliable (Table 3).

Table 3. Validity and Reliability of Instruments

Constructs	Indicator		<i>Cronbach Alpha</i>
<i>Abusive Leadership</i>	AL1	0.680	0.913
	AL2	0.792	
	AL3	0.792	
	AL4	0.935	
	AL5	0.882	
	AL6	0.918	
<i>Committee Organization</i>	KO1	0.819	0.921
	KO2	0.912	
	KO3	0.921	
	KO4	0.943	
<i>Stress Relief</i>	SK1	0.979	0.939
	SK2	0.881	
	SK3	0.972	

Table 3 shows the significant correlation value ≤ 0.05 with *Cronbach Alpha* > 0.60 explains that the item is valid and provides adequate reliability.

3.1 Effect Testing

Validation of direct and indirect relationship hypotheses using *multiple regressions*. Tables 4 and 5 show significant direct and indirect effects in the path model and show the mean, standard deviation, and p-value.

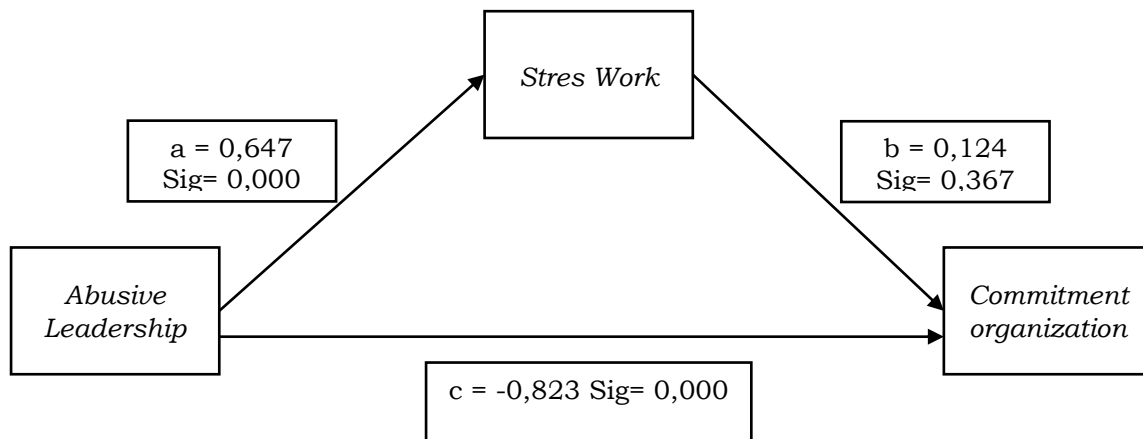
Table 4 Direct Effect

Constructs	B	T-Stat	P Values
Abusive Leadership -> Organizational Commitment	-0.823	8,903	0.000
Abusive Leadership -> Work Stress	0.647	7,447	0.000
Work Stress -> Organizational Commitment	0.124	0.903	0.367

Table 5 Indirect Effect

Constructs	B	T-Stat	P Values
Abusive Leadership -> Work Stress -> Organizational Commitment	0.080	0.833	0.405

The results indicate that abusive leadership exerts a markedly detrimental impact on employees' attitudes and well-being. Specifically, abusive leadership has a significantly negative effect on organizational commitment ($\beta = -0.823$; $p = 0.000$), demonstrating that as leaders' abusive behaviors intensify, cooperative employees' commitment to their organization correspondingly declines. At the same time, abusive leadership has a significantly positive effect on work stress ($\beta = 0.647$; $p = 0.000$), revealing that higher levels of leader-driven abuse substantially elevate employees' stress. Notably, however, work stress does not exert a significant direct effect on organizational commitment ($p = 0.367 > 0.05$), suggesting that, within this study's context, increased stress induced by abusive leadership does not automatically translate into reduced organizational commitment.



Tabel 6: Bootstrapping

Research result This show influence significant direct from Abusive leadership on work stress, abusive leadership on commitment organization, work stress to commitment organization. In addition, research this also shows effect mediation from work stress mediate connection between abusive leadership and commitment organization.

4. CONCLUSION

The purpose of this study was to develop and evaluate a model that examines abusive leadership, organizational commitment and work stress. The significant relationship

between the variables in this research model is shown by the results of data analysis conducted with SmartPLS . Four main paths of relationship were observed in this study: the direct effect of leader violation on job stress and organizational commitment; the effect of job stress on organizational commitment; and, through the mediating variable of job stress, the indirect effect of leader violation on organizational commitment.

First, abusive leadership exerts a significantly positive effect on work stress ($\beta = 0.647$; $t = 7.447$; $p = 0.000$). In other words, aggressive or demeaning leadership practices heighten employees' psychological pressure and mental workload. This means that employees' perceptions of unfair leadership behavior are proportional to the level of stress they experience in the workplace. In line with previous research from (Srimindarti, 2024). In this situation, oppressive leader behavior includes demeaning subordinates, humiliating them in public, not giving fair criticism, and an authoritarian attitude that causes employees to feel psychologically unsafe. These findings indicate that poor leadership styles cause significant internal stress in the workplace. This pressure causes impaired concentration, unpleasant emotions, and decreased work enthusiasm. This is in line with the statement from (Syaikul Falah, 2024).

Second, abusive leadership has a significantly negative effect on organizational commitment ($\beta = -0.823$; $t = 8.903$; $p = 0.000$), indicating that as abusive supervisory behaviors intensify, employees' emotional attachment and loyalty to the organization correspondingly decrease. This is in accordance with previous studies from (정호선 et al., 2018); (Ampofo et al., 2023) and (Jabbar et al., 2020). These results indicate that employee loyalty and attachment to the organization can be damaged by poor leadership. If an employee feels unappreciated or treated unfairly, they will lose their confidence and respect as a member of the organization (Drory et al., 2022). In addition, this can lead to more employee turnover and less employee retention, which can be detrimental to the company as a whole.

Third, the relationship between work stress and organizational commitment was not significant ($\beta = 0.124$; $t = 0.903$; $p = 0.367$). Although work stress increases under abusive leadership, it does not directly diminish employees' commitment within the context of this study. This suggests that other factors—such as social support, recognition, or job satisfaction—may moderate the impact of stress on organizational commitment. This is by previous research from (Zahra, 2022) This shows that stressful situations experienced by employees cause them to lose motivation, lose emotional energy, and feel distant from the organization. As a result, the desire to stay in the organization decreases. Employees who work under high-stress conditions tend to avoid organizational activities and reduce their participation in achieving common goals.

Furthermore, the mediating pathway from abusive leadership through work stress to organizational commitment ($B = 0.080$; $t = 0.833$; $p = 0.405$) was not significant. This finding implies that, although abusive leadership directly elevates employees' stress levels and undermines their organizational commitment, the increase in stress does not serve as a mechanism through which abusive leadership diminishes commitment (Marlapa & Endri, 2024). In other words, the direct negative effect of abusive leadership on commitment cannot be attributed to changes in work stress alone. Instead, additional factors—such as social support, recognition, or overall job satisfaction—may be necessary to elucidate or moderate the relationship between stress and commitment, indicating that work stress by itself is insufficient to explain how abusive leadership impacts employee loyalty (Ahmed et al., 2024).

This study found that abusive leadership hurts organizational commitment and has a positive effect on work stress. However, work stress does not significantly affect organizational commitment and does not mediate the relationship between abusive leadership and commitment.

The research contributes to the application of social exchange theory and highlights the practical importance of fostering fair and respectful leadership within

cooperatives. Its main limitation lies in the small sample size and limited geographic scope. Future research is recommended to involve a larger and more diverse sample and to explore other mediating or moderating variables for a deeper understanding of these relationships.

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