

How abusive leadership could harm employee job engagement in hotel businesses? The roles of perceived organizational politics and presenteeism

Wagih M.E. Salama^{1*} , Hazem Ahmed Khairy^{2*} , Hanan Eid Badwy³ , Said M.E. Afify⁴ ,
Wael Mohamed Mahmoud Alrefae¹ , Shima Abo Elsoad Mohamed Soliman⁵ 

¹Department of Social Studies, College of Arts, King Faisal University (Saudi Arabia)

²Hotel Management Department, Faculty of Tourism and Hotels, University of Sadat City (Egypt)

³Surveying of Natural Resources in the Environmental Systems Department, Environmental Studies and Research Institute, University of Sadat City (Egypt)

⁴Department of Geography, King Faisal University (Saudi Arabia)

⁵Hospitality Management Department, High Institute of Tourism, Hotels & Computer Science, Seyouf, Alexandria (Egypt)

*Corresponding author: welsayed@ksfu.edu.sa, hazem.khaiery@fth.usc.edu.eg
hanan.eid@esri.usc.edu.eg, safify@ksfu.edu.sa, wrefaie@gmail.com, solimanshimaa247@gmail.com

Received September, 2024

Accepted March, 2025

Abstract

Purpose: Despite the extensive literature on the negative effects of abusive leadership, this paper explores the complex relationship between abusive leadership, perceived organizational politics (POP), and presenteeism (PR). Specifically, it examines how abusive leadership (AL) impacts employee job engagement (JE), with perceived organizational politics (POP) and presenteeism (PR) serving as mediating factors.

Design/methodology/approach: Study participants included 408 full-time employees working at five-star hotels in Egypt. The study evaluated the responses using the PLS-SEM technique and WarpPLS statistical software 7.0.

Findings: Results revealed that abusive leadership (AL) significantly decreases employee job engagement, while increases perceived organizational politics (POP) and presenteeism. In addition, employee JE is negatively affected by POP and presenteeism. Furthermore, the results confirm that POP and presenteeism significantly mediates the relationship between AL and employee JE. Therefore, organizations can foster a more supportive and engaging workplace by actively curbing abusive leadership through leadership development, fostering a fair work environment, and promoting employee health. Offering resources for employee well-being can reduce presenteeism, improve JE, and ultimately enhance organizational outcomes.

Originality/value: By supporting Conservation of Resources (COR) theory, the study shows that abusive leadership drains employees' psychological resources, leading to reduced engagement. The increase in POP and presenteeism further exacerbates this effect, creating a cycle of resource depletion that undermines employees' capacity to fully engage in their work.

Keywords: Abusive leadership, Job engagement, Organizational politics, Presenteeism, Hotel businesses

Jel Codes: J5, M12, M54, Z3

To cite this article:

Salama, W.M.E., Khairy, H.A., Badwy, H.E., Afify, S.M.E., Alrefae, W.M.M., & Soliman, S.A.E.M. (2025). How abusive leadership could harm employee job engagement in hotel businesses? The roles of perceived organizational politics and presenteeism. *Intangible Capital*, 21(1), 168-192. <https://doi.org/10.3926/ic.3104>

1. Introduction

The staff in the hospitality sector encounter adverse circumstances, encompassing extended work hours, absence of career progression paths, meager wages, emotional labor, physical job demands, stress, exhaustion, and authoritarian management (Vakira, Shereni, Ncube & Ndlovu, 2023). Moreover, the characteristics of this work nature coupled with the detrimental influence of abusive leadership that is notably pronounced in the realm of the hospitality industry (Bloisi & Hoel, 2008; Yu, Xu, Li & Kong, 2020) affect the hotel's employees as an intangible capital that must be preserved (Barney, 1991). These challenging work settings typically lead employees to undergo work-related stress, emotional and physical exhaustion, and a diminished sense of job engagement (JE), potentially resulting in heightened employee turnover rates (Tan, Sim, Goh, Leong & Ting, 2020). Moreover, organizational leaders significantly influence followers through resource allocation, task management, and interpersonal interactions. Abusive leadership can negatively impact workplace outcomes (Hassan, Kaur, Muchiri, Ogbonnaya & Dhir, 2023; Pircher-Verdorfer, Belschak & Bobbio, 2024). Thus, abusive leadership, characterized by explosive outbursts, rudeness, and hostile treatment directed downwards, has detrimental implications for the hospitality sector (Yu et al., 2020). Furthermore, Zhang and Bednall (2016) highlighted the growing interest in unethical leadership within organizational behavior, which has prompted numerous studies on various negative leadership behaviors, including abusive supervision. Moreover, the presence of perceived organizational politics (POP) has the potential to result in a heightened intention to leave one's job, a phenomenon that has long been recognized as a significant obstacle for human resource professionals in industries such as tourism and hospitality (Chen, Yan, Zheng & Lan, 2024; Daskin & Tezer, 2012; Karatepe, 2013).

The literature frequently highlights the benefits of leadership within organizations, particularly in the context of the growing influence of positive psychology. However, there is a tendency to overlook the negative aspects of management within workplace settings (Kelloway, Mullen & Francis, 2006; Naseer, Raja, Syed, Donia & Darr, 2016). Abusive leadership is a specific adverse managerial concept that pertains to a manager's persistent display of hostile and dysfunctional actions toward their team members (Zampetakis, 2024). Abusive leadership results in negative outcomes for both employees and the organization. These may include experiences of shame, intentions to leave the organization, fear, lack of communication from employees, inappropriate behaviors, decreased performance and employee engagement, limited innovation, and other related effects (Drory, Shkoler & Tziner, 2022; Osei, Ofori, Otsen, Adjei & Odoom, 2022).

POP denotes unofficial actions (i.e., actions not authorized by the employer) with the aim of fulfilling self-interests and attaining personal goals (Gandz & Murray, 1980; Rosen, Harris & Kacmar, 2009). The detrimental impacts of POP on organizational results have been extensively documented, such as work-related stress, intention to leave, and declining work performance (Gandz & Murray, 1980; Rosen et al., 2009), consequently leading to a negative impact on employee engagement (Tufail, 2022). When individuals within an organization recognize the presence of high-level political dynamics, they exhibit heightened sensitivity towards experiences of abusive supervision and exhibit a tendency towards job disengagement (Lam & Xu, 2019; Wu, Zhang & Zhang, 2023). Political behaviors encompass activities such as appropriating responsibility for tasks carried out by colleagues, engaging in acts of betrayal, and elevating one's status through disparaging others (Chen et al., 2024). The practice of organizational politics is associated with adverse effects on employees' job-related emotions, consequently leading to heightened levels of disengagement (Vigoda-Gadot & Talmud, 2010).

Employee JE is predominantly perceived as a beneficial and enduring affective-cognitive condition of well-being or satisfaction (Canboy, Tillou, Barzantny, Güçlü & Benichoux, 2023). Recent research indicates that the

detrimental conduct of leaders may also undermine the level of employee JE (Kirrane, Kilroy & O'Connor, 2019; Osei et al., 2022; Wu, Zhang et al., 2023). Research investigating the responses of employees to abusive leadership suggests that subordinates who experience a heightened perception of abusive supervision are more likely to engage in acts of retaliation and revenge compared to their counterparts who perceive lower levels of such supervision, consequently influencing employee job engagement (Koay & Lim, 2023; Wang, Hsieh & Wang, 2020). This scenario is deemed unfavorable considering the pivotal significance of employee JE in cultivating numerous favorable work-related consequences (Kirrane et al., 2019) and has been identified as a crucial catalyst for an organization's competitive edge (Ketter, 2008; Saks, 2006). The unlikelihood of eradicating AL within organizational settings has been acknowledged (Reed & Olsen, 2010). Consequently, the promotion of JE has emerged as a significant organizational pursuit, and safeguarding it against depletion is greatly crucial but not fully grasped (Bakker & Demerouti, 2008; Schaufeli, Salanova, González-Romá & Bakker, 2002).

Employees who are physically present but psychologically absent are described as experiencing presenteeism (PR). This phenomenon entails employees being physically present in the workplace while their cognitive focus is not directed towards their tasks (Muthuswamy & Li, 2023). Research indicates a high prevalence of presenteeism, with estimates suggesting that between 30% to 90% of the workforce have recently exhibited this behavior (Lohaus & Habermann, 2019). Employees who work extended hours under physically and mentally taxing conditions may be at risk of developing decreased morale or mental health concerns as a result of stress (Choi, Kang & Choi, 2024). Moreover, these circumstances may lead to reduced productivity and a demoralized organizational environment, ultimately lowering employee engagement and having adverse repercussions on organizations (Choi et al., 2024; Côté, Lauzier & Stinglhamber, 2021). Moreover, Nyberg, Westerlund, Magnusson-Hanson and Theorell (2008) articulated that poor leadership has been associated with adverse physical health outcomes, including elevated blood pressure, presenteeism, and absenteeism due to illness. In spite of the current pandemic and widespread advice to stay at home when unwell, presenteeism persists as a common workplace practice in the post-pandemic period (Wang, Lu & Lu, 2023). This issue is of concern as presenteeism entails financial risks for the organization and health hazards for both the employee in question and their immediate colleagues (Tan, Yang, Farro & Yuan, 2024). Furthermore, Corporations show interest in this matter due to the significant undisclosed expenses linked with presenteeism (Cooper, 1994), with various scholars underlining the necessity for further investigation into this occurrence (Brouwer, van Exel, Koopmanschap & Rutten, 2002). Hence, the comprehension of the workplace elements that could promote presenteeism holds significance (Shan, Wang, Wang, Zhang, Guo & Li, 2022; Tan et al., 2024; Wu, Yuan & Yen, 2023).

Numerous scholars found a few researches on presenteeism (Choi et al., 2024; Vänni, Neupane & Nygård, 2017). Furthermore, as organizational determinants (e.g., perceived organizational politics) are critical for comprehending the absence of engagement (Kaur & Kang, 2023), we assessed the precursors of engagement among full-time employees employed in the hospitality sector in Egypt. This approach enhances the existing comprehension of the engagement phenomenon concerning the work environment. Moreover, Leadership has been recognized as a crucial determinant in the hospitality sector (Ghosh, Sharma & Malik, 2024). In a more specific context, the majority of existing literature has predominantly concentrated on the positive leadership paradigms such as coaching and servant leadership (Zhao & Guo, 2019), notwithstanding the prevalent occurrence of supervisory abuse within the hospitality domain and its detrimental effects on outcomes of employees' behaviors (Li & Song, 2024; Lyu, Zhu, Zhong & Hu, 2016). By mitigating this gap in the existing body of knowledge, the hospitality industry can benefit from valuable perspectives, facilitating the implementation of practical strategies. An evident void in empirical research on abusive leadership, POP, presenteeism, and JE is evident in the available literature. The primary objective of this research is to rectify a substantial gap in the contemporary academic discourse, thereby delving into essential research questions:

1. Does abusive leadership increase presenteeism and POP?
2. Does abusive leadership decrease JE?
3. Do presenteeism and POP mediate the link between abusive leadership and JE?

The COR model, which emphasizes the importance of resource conservation in the context of stress and well-being, is particularly appropriate for understanding the mechanisms through which abusive leadership affects

employee job engagement. Employees who experience abusive leadership may perceive a threat to their personal and work-related resources, which, in turn, may lead to decreased engagement, particularly when compounded by perceived organizational politics and presenteeism.

This research provides dual contributions. Primarily, it fills the void in comprehension regarding the functions of POP and presenteeism as intermediaries within the Egyptian setting, a topic that has not been thoroughly investigated. Moreover, the outcomes of this study have the potential to enrich existing theories concerning abusive leadership, POP, presenteeism, and JE. Secondly, these findings offer practical implications for scholars and professionals, thereby affording organizations a competitive edge.

The ensuing sections are structured as follows. Initially, the theoretical underpinnings and the research hypotheses is presented. Subsequent to this, the research methodology is elucidated, followed by the data analysis. Afterwards, there is an exposition on the conceptual and managerial contributions, providing insights and discussions. Lastly, the paper is concluded with an exploration of limitations and recommendations.

2. Literature Review

2.1. Contextualization of the Study

The theory of conservation of resources (COR) is a comprehensive motivational theory that offers substantial explanatory capabilities in the realm of psychological examination of spirituality (Bickerton & Miner, 2023). According to the principles of the conservation of resource theory, studies indicate that excessive mistreatment of subordinates by their superiors can jeopardize the resources possessed by the subordinates, consequently resulting in a decline in both performance and engagement (Harris, Kacmar & Zivnuska, 2007).

Individuals may experience stress when they encounter a perceived threat or actual scarcity of resources (Shum, 2021). In order to safeguard and renew these resources, individuals may disengage from activities that could deplete them. Numerous research studies have leveraged the COR theory to posit that AL serves as a stressor in the workplace (Chi & Liang, 2013; Zhao & Guo, 2019). The adverse impacts of POP on work-related outcomes can be analyzed through the lens of COR theory (Hobfoll, 2001), which is widely acknowledged as one of the most referenced theories in the field of organizational behavior literature (Halbesleben, Neveu, Paustian-Underdahl & Westman, 2014).

Resources refer to elements that play a role in achieving objectives (Hsu, Chen, Chiang & Shaffer, 2022). Drawing upon the COR theory, this study elucidates a pathway that connects employees' perception of abusive leadership to their level of engagement at work, with POP and presenteeism acting as intermediary sources of psychological stressors. Additionally, the phenomenon of presenteeism poses a threat to both current job positions and the resources associated with them, prompting individuals facing such threats to reallocate their resources away from their present employment (Wu, Zhang et al., 2023).

COR theory provides a robust explanatory framework for elucidating the behavior of individuals when faced with an actual or potential loss of resources stemming from stressful circumstances (Hobfoll, 1989). The phenomenon of abusive leadership serves as a harmful stressor in the workplace (Lee, Kim & Yun, 2018), with the capacity to deplete or surpass an employee's resources (Scheuer, Burton, Barber, Finkelstein & Parker, 2016). Additionally, POP is identified as a stressor in the work environment (Murtaza, Roques, Talpur, Khan & Haq, 2024). As per the COR theory, abused employees may adopt defensive strategies to safeguard their limited resources, leading to a reluctance to allocate the remainder of their resources towards job engagement (Gip, Wang, Guchait & Pasamehmetoglu, 2024). In a similar vein, studies by Wu, Zhang et al. (2023) and Kirrane et al. (2019) have demonstrated that supervisor mistreatment, as per the COR theory, has a detrimental impact on employee engagement.

2.2. Abusive Leadership (AL)

Abusive leadership, alternatively known as abusive supervision, is predicated on recurrent adverse conduct, encompassing manifestations like wrath, coercion, shouting, and derision (Tepper, 2000). abusive leadership pertains to the way subordinates interpret the degree to which their superiors persistently exhibit antagonistic verbal and non-verbal actions, while omitting physical interactions (Drory et al., 2022). This may involve

employing adverse communication methods to coerce, censure, or induce subordinates to conform to a particular course of action, showing disrespect, hostility, maltreatment, verbal aggression, emotional maltreatment, humiliation, degradation, outbursts of anger, ridicule, belittlement, and other behaviors (Drory et al., 2022; Parent-Lamarche, Fernet & Austin, 2022; Tepper, 2000). Therefore, this phenomenon is likely to result in negative individual consequences, such as work-related stress, burnout, and mental strain (Huang, Lin & Lu, 2020). Additionally, it can also have detrimental effects on the organization, manifesting as increased turnover rates and misconduct in the workplace (Mackey, Frieder, Brees & Martinko, 2015). abusive leadership represents a type of hostile behavior where leaders employ abusive actions to assert dominance over their subordinates (Lam & Xu, 2019).

2.3. Employee Job Engagement (JE)

Employee job engagement has evolved into a complex and multifaceted term encompassing various elements including loyalty, commitment, satisfaction, and specific job-related behaviors (Peng, Liang, Fatima, Wang & Rasheed, 2023). Defined as a favorable and enriching work-related mindset distinguished by energy, dedication, and immersion, job engagement is a crucial aspect of organizational behavior (Schaufeli et al., 2002). As posited by Schaufeli et al. (2002), vigor pertains to a heightened state of energy and cognitive strength in the workplace; dedication involves a profound sense of ardor, motivation, and satisfaction towards one's tasks, while absorption denotes deep concentration and contentment in one's professional duties. Research indicates that the conduct of supervisors significantly impacts the level of engagement among employees (Al-Romeedy, El-bardan & Badwy, 2024; Osei et al., 2022). A workforce that is actively engaged demonstrates a commitment to meeting the organization's requirements, fosters and upholds the values and principles of the company, takes initiative, remains attentive and vigilant, and is confident that their efforts will result in enhancements (Macey, 2006).

2.4. Perceived Organization Politics (POP)

POP can be described as the individual's interpretation of behaviors driven by self-interest, as well as the individual's personal assessment of the prevalence of self-serving behavior among co-workers and supervisors in the workplace (Ferris, Harrell-Cook & Dulebohn, 2000). Additionally, Ferris, Russ and Fandt (1989) proposed that these perceptions of POP serve as stressors that, upon activation, lead employees to view the work environment as menacing and necessitating a corresponding response. POP are actions that are strategically crafted to serve one's own interests, thus coming into conflict with the objectives of the organization (Vigoda-Gadot, 2007). The presence of POP in the workplace creates stressful conditions for employees, draining their energy and impeding progress towards achieving goals. Consequently, individuals are compelled to allocate additional resources to mitigate this stress (Crawford, LePine & Rich, 2010). In hospitality organizations, manifestations of POP include nepotism, favoritism, lack of transparency, rumor propagation, information withholding, formation of coalitions, unfair distribution of resources, and the absence of merit-based practices (Khairy, 2019). The detrimental impact of POP results in a decrease in employee job engagement (Jain & Ansari, 2018).

2.5. Presenteeism (PR)

Although there is a lack of consensus in theory regarding the definition of presenteeism, according to Johns (2010), it is described as the behavior of attending work despite being ill. Various factors contribute to presenteeism, including team responsibility, job insecurity, heavy workloads, and the availability of substitutes (Hasan, Naseem, Mahmood, Sajjad & Mirza, 2024; Lohaus & Habermann, 2019). Despite the appearance of commitment, presenteeism may not be advantageous for the organization since employees are not fully engaged mentally in their work environment (Hasan et al., 2024). When employees work while experiencing illness, it results in a decrease in their productivity (Henderson & Smith, 2022) and physical health status (Lu, Cooper & Yen-Lin, 2013), thus elevating the chances of emotional fatigue (Lu et al., 2013) and subsequently reducing their level of engagement. Gosselin and Lauzier (2011) emphasized the expenses and scale of presenteeism, which surpass those related to absenteeism. The well-being of employees deteriorates due to presenteeism, leading to an increase in additional instances of absence.

3. Hypothesis Development

3.1. Abusive Leadership and Employee Job Engagement

According to the COR theory, abusive leadership depletes the resources of employees (Whitman, Halbesleben & Holmes IV, 2014), leading abused employees to conserve their remaining resources by disengaging from their work (Chi & Liang, 2013) and reducing their level of involvement (Lyu et al., 2016). Conversely, employees who are highly engaged are inclined to experience feelings of vigor, dedication, and absorption in their roles or tasks (Idris, Dollard & Tuckey, 2015). Engaged employees invest various resources such as emotional, physical, and cognitive resources into their work. Therefore, maintaining this positive state of engagement necessitates an ample supply of psychological resources (Zheng, Zhang, Wu, Yang, Xia & Liu, 2021). In essence, the insufficient availability of resources presents a challenge to the sustenance of employee engagement in their work. Nevertheless, the presence of abusive leadership indicates a situation of endangerment through the imposition or surpassing of demands on an employee's resources (Scheuer et al., 2016) rather than the provision of sufficient resources and encouraging guidance (Wong, Bull, Cumming & McFarland, 2024). Drawing from COR theory, the rise of abusive leadership within the organizational setting results in a depletion of the psychological resources and vitality of employees (Wang, Li, Zhou, Maguire, Zong & Hu, 2019). Several studies have demonstrated the detrimental effect of abusive leadership on employee JE (Kirrane et al., 2019; Osei et al., 2022; Wu, Zhang et al., 2023). Previous research has also indicated that abusive supervision is associated with reduced work motivation and negative attitudes, including JE (Barnes, Lucianetti, Bhawe & Christian, 2015; Lyu et al., 2016). Consequently, we put forward the following proposition:

H1: AL negatively impacts employee JE.

3.2. Abusive Leadership and Perceived Organizational Politics

Not all leaders demonstrate impartiality and respect towards their subordinates. Unquestionably, AL, delineated by a non-physical, continual exhibition of animosity towards subordinates (Tepper, 2000). The phenomenon of abusive leadership induces supervisors to believe that they wield authority over the valuable resources and objectives of employees and that employees rely on them (Ju, Huang, Liu, Qin, Hu & Chen, 2019). Consequently, abusive leadership generates an ambiguous work atmosphere (Thau, Bennett, Mitchell & Marrs, 2009) that is favorable to POP. Subordinates in a hostile work setting are likely to face heightened stress, leading them to focus primarily on self-preservation, potentially resulting in engaging in political behaviors to redirect mistreatment towards others (Kacmar, Whitman & Harris, 2013). As per COR theory, individual resources are diminished when confronted with abusive leadership, consequently restricting the availability of resources for work-related demands. This depletion of resources may result in adverse workplace outcomes, including heightened POP (Murtaza et al., 2024). Furthermore, the initiation of political actions by one individual may trigger a chain reaction among others, consequently fostering a more politicized organizational climate. Previous studies consistently demonstrate an inverse relationship between the quality of supervisor-subordinate interactions and POP (Cheng, Hu, Wang & Huang, 2024; Drory et al., 2022; Liu & Liu, 2018). Consequently, it is recommended that:

H2: Abusive leadership increases POP.

3.3. Perceived Organizational Politics and Employee Job Engagement

The presence of challenging and stressful circumstances results in employees feeling uneasy, ultimately leading to unfavorable encounters within the work environment (Christian, Garza & Slaughter, 2011). Specifically, challenging and stressful situations dampen employees' level of engagement in their work (Coetsee & De Villiers, 2010). Scholars employ the COR theory to evaluate this level of engagement (Gorgievski & Hobfoll, 2008). The existence of POP is a significant factor in the workplace and may prioritize the enhancement of short-term or long-term self-interest (Miller, Rutherford & Kolodinsky, 2008). It presents a possible menace to the overall efficiency and effectiveness of the organization (Kacmar, Bozeman, Carlson & Anthony, 1999). Furthermore, when employees encounter a prevalence of favoritism, unjust rewards, and promotions, they interpret it as heightened levels of organizational politics. These methodologies are prevalent within the hospitality sector (Karatepe, 2013). As a result, employees who view their work environment as ambiguous, risky, menacing, and

inequitable are inclined to exhibit diminished levels of job engagement (Karatepe, 2013). Research conducted by Agarwal (2016), Crawford et al. (2010), Fahmy, Soliman, Khairy and Ashour (2024), and Tufail (2022) suggests a negative correlation between POP and JE. Based on the COR theory, we propose that there exists an inverse correlation between POP and employee JE. Given that political dynamics contribute to increased stress within the workplace, individuals may perceive disengagement as a strategy to mitigate resource depletion and effectively preserve their resources. The examination in question delves into the impact of POP on employees, identifying it as a stressor that depletes their resources and impedes their pursuit of personal and professional objectives. Consequently, this research shedding light on the significance of POP in the workplace:

H3: POP negatively impacts employee JE.

3.4. Perceived Organizational Politics as A Mediator

The COR theory posits that individuals will endeavor to safeguard their scarce resources in the face of an actual or perceived threat of resource loss (Hobfoll, 1989). abusive leadership is characterized by behaviors such as intimidation, rudeness, and public criticism towards employees, leading to feelings of humiliation and depletion of valuable resources such as self-esteem and self-efficacy among employees (Tepper, 2000; Zampetakis, 2024). Consequently, this depletion adversely impacts employees' level of JE (Osei et al., 2022). Moreover, Drory et al. (2022) found that abusive leadership have risen levels of employee POP. Likewise, Naseer et al. (2016) revealed that POP increased as abusive leadership increased. Within the paradigm of stress, POP is commonly viewed in a negative light and frequently assumes a hindrance stressor role, ultimately leading to unfavorable consequences (Chang, Rosen & Levy, 2009). Similarly, numerous studies indicated the negative impacts of POP like turnover intentions, job stress, employee engagement (Daskin & Tezer, 2012; Helmy, Sallam, Shawaly & Fawzy, 2024; Teimouri, Arasli, Kiliç & Aghaei, 2018). Particularly, in situations where organizational politics is perceived as extensive, certain employees may partake in political actions such as self-promotion and ingratiation, prioritizing self-interests over the collective welfare of the organization. Additionally, Employees who involve themselves in political activities tend to cultivate informal interpersonal connections with individuals in positions of authority to progress professionally (Guo, Kang, Shao & Halvorsen, 2019) while concurrently diminishing their commitment to work duties (Fahmy et al., 2024). Previous studies used POP as mediator between abusive leadership and job satisfaction (Hsu & Wu, 2016), abusive leadership and political behavior (Liu & Liu, 2018), abusive leadership and employee silence (Ai-Hua, Guo-Tao & Zi-Sen, 2015). Hence, in the context of this study, we propose:

H4: POP mediates the link between AL and employee JE.

3.5. Abusive Leadership and Presenteeism

AL is defined as a stressor within the workplace which triggers adverse reactions from employees towards their duties (Wang et al., 2020). Additionally, (Gilbreath & Karimi, 2012) emphasizes that the phenomenon of PR is vulnerable to the impact of supervisory conduct. Furthermore, the negative repercussions of abusive leadership on employees' psychological well-being, as indicated in previous studies, include workplace deviance, feelings of helplessness, high turnover rates, job burnout, decreased employee performance, and a sense of instability in the workplace, which in turn results in higher levels of PR due to the fear of abusive leadership behaviors (Gilbreath & Karimi, 2012; Kelloway & Barling, 2010; Khan, Khan, Bodla & Gul, 2020). Additionally, recent research by Muthuswamy and Li (2023) demonstrated a positive correlation between abusive leadership and presenteeism. Similarly, (Muthuswamy & Li, 2023) abusive leadership positively influences presenteeism. Likewise, presenteeism leverages as an abusive leadership increases (Zeyu, 2024). By the COR theory posited by Hobfoll (2001), negative leadership practices are likely to exacerbate and jeopardize the resources available to employees, thereby rendering these individuals more susceptible to exhibiting presenteeism (Czakert, Reif & Berger, 2022). This suggests that the detrimental actions of leaders pose a threat to the stability of employees in the workplace, leading us to propose the following hypothesis:

H5: Abusive leadership increases presenteeism among employees.

3.6. Presenteeism and Employee Job Engagement

Presenteeism is the phenomenon wherein individuals persist in working while experiencing ill health (Zhang, Wang & He, 2024). Research has shown that presenteeism can serve as a temporary measure to meet

performance targets and fulfill work obligations promptly. Nonetheless, it may lead to adverse long-term consequences, such as exhaustion, compromised physical and mental well-being, and unfavorable outcomes like absenteeism and intentions to leave employment (Zhang et al., 2024), ultimately impacting the level of employee involvement (Côté et al., 2021). Many research studies have identified a negative relationship between presenteeism and JE as evidenced by several sources (Admasachew & Dawson, 2011; Ashour, Khairy & Fahmy, 2023; Côté et al., 2021; De Beer, 2014). Similarly, previous works revealed that JE decreased as abusive leadership increases (Henderson & Smith, 2022). In addition, abusive leadership leads to diminishing engagement of employees in their jobs (Ashour et al., 2023). Moreover, Figueredo, García-Ael, Gragnano and Topa (2023) found that abusive leadership lessens levels of engagement among employees. Consequently, it seems that favorable job attitudes serve as an indicator of the probability of showing up for work while unwell, yet this action can lead to various adverse outcomes, including reduced levels of employee JE. Thus, we have developed:

H6: Presenteeism negatively impacts employee JE.

3.7. Presenteeism as A Mediator

As per COR theory, the phenomenon of abusive leadership results in a direct depletion of employees' energy, as well as their physical and emotional resources, due to their efforts to cope with the psychological stress induced by their perception of the supervisor's mistreatment (Osei et al., 2022). Consequently, abusive leadership effects contribute to presenteeism, which in turn leads to the inefficient use of time and resources, ultimately impacting the long-term performance of hotels. Moreover, it is postulated in the literature that presenteeism occurs when employees attend work despite being unwell, leading to potential disengagement due to their compromised mental state, ultimately hindering their productivity and goal attainment (Karanika-Murray, Pontes, Griffiths & Biron, 2015; Patel, Biron, Cooper & Budhwar, 2023). Consequently, the suboptimal performance resulting from this phenomenon can impact not only the emotional and attitudinal aspects of employees (Côté et al., 2021) but also their level of engagement in work tasks (Karanika-Murray et al., 2015). Previous researches studied the mediating effect of presenteeism between emotional labor and JE (Seo, Sim, Kim, Seo, Ha & Kim, 2023), perceived support and employee JE (Balusek, 2023), pain and change (Wang, Ma, Yuan & Chen, 2023), job stress and turnover intentions (Ning, Jia, Gao, Liu, Xu, Ge et al., 2023). Thus, we have developed the following hypothesis:

H7: Presenteeism mediates the link between abusive leadership and employee JE.

4. Research Model

The evaluation of POP and presenteeism as mediators in the correlation between abusive leadership and employee JE renders this study unique, given the absence of previous research scrutinizing the proposed framework. A visual representation of the hypothesized theoretical framework is depicted in Figure 1. Specifically, solid black arrows represent a direct association (H1– H2- H3-H5- H6), whereas black dashed arrows signify mediation (H4 and H7) (refer to Figure 1).

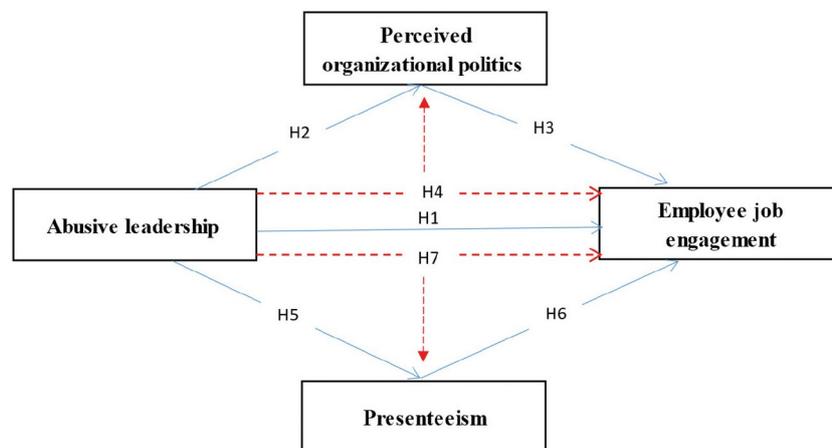


Figure 1. The theoretical model of the study

5. Material and Methods

5.1. Questionnaire Design and Study Measures

This quantitative research study used a structured survey to assess the impact of abusive leadership on organizational politics perception, presenteeism, and employee job engagement in hotel businesses. The current study utilized previously validated measurement scales from the literature to analyze the four variables under investigation. The study utilized a five-item scale adapted from Tepper (2000) and Mitchell and Ambrose (2007) to evaluate abusive leadership. For example, “My leader tells me I’m incompetent” and “My leader puts me down in front of others” (Type of scale used by the original authors was 5-point scale and the Cronbach alpha was 0.90). In addition, employee job engagement was evaluated by 5-item scale suggested by Jung, Jung and Yoon (2021). For instance, “I find the job that I do full of meaning and purpose” and “I am enthusiastic about my job” (Type of scale used was by the original authors was 7-point scale, Cronbach alpha = 0.939, and AVE=0.868). Furthermore, the 12-item scale developed by Kacmar and Ferris (1991) was used to assess organizational politics perception. Sample items include: “In institution, there is an influential group no one crosses” and “In institution, some people build themselves up by tearing others down” (Type of scale used was by the original authors was 5-point scale and the Cronbach alpha = 0.92). Moreover, a 6-item scale from Koopman, Pelletier, Murray, Sharda, Berger, Turpin et al. (2002) was utilized to assess the level of presenteeism among employees. For example, “Because of my health problem, the stresses of my job were much harder to handle” and “My health problem distracted me from taking pleasure at work” (Type of scale used was by the original authors was 5-point scale and the Cronbach alpha = 0.80).

The survey consists of two sections, covering employee profiles and examining four concepts using a five-point Likert scale. Using a five-point Likert scale is beneficial as it enhances clarity and understanding for respondents, particularly in time-sensitive surveys. Fewer response options reduce ambiguity and confusion compared to a seven-point scale, making it easier for respondents to answer accurately. This scale is especially effective in cultures with low tolerance for ambiguity, where respondents may feel more at ease. Additionally, the neutral middle option allows participants to express a balanced view without feeling compelled to choose an extreme response.

5.2. Sample and Data Collection Procedures

The study focuses on full-time employees of five-star hotels in Egypt, a dominant sector that demands high-quality services. This sector also has a high-stress work environment influenced by high customer expectations, long hours, physical demands, and high competition. This can also lead to physical health issues, highlighting the need for improved management practices in terms of leadership.

The Egyptian Ministry of Tourism and Antiquities has announced the listing of 30 five-star hotels in the Greater Cairo region for 2022. The study uses the (Cochran, 1963) sampling equation to determine the appropriate sample size, as formal data for the total number of staff employed in Egypt’s five-star hotels is unavailable. (Cochran, 1963) created an equation for a representative sample of a large population, equivalent to 385 replies, which is used in the current study.

The convenience sample method was utilized in the current study due to the impracticality of randomization due to the large population and limited resources. Enterprises in Egypt’s Greater Cairo Region were contacted to obtain permission to visit and distribute a questionnaire on their premises. A study was conducted by distributing 600 questionnaires to 20 hotels that agreed to participate in the investigation. There were only 408 valid questionnaire forms received, yielding a 68% response rate.

Out of the 408 participants in this study, 268 (65.7%) were males and 140 (34.3%) were females, 142 (34.8%) were aged ≤ 30 , 226 (55.4%) aged 30 to < 45 , 40 (9.8%) has ≥ 45 years old. In addition, majority of respondents held a bachelor degree ($n = 306$, 75%).

The survey was restricted to employees having at least one year of work experience. Morrison (1993) asserted that employees within six months of starting their new jobs were able to comprehend the organization’s culture and established norms. In addition, following Donaldson and Grant-Vallone (2002)’s advice, participants were

asked at the survey's end if they were concerned about their responses potentially jeopardizing their employment, to be excluded later.

The study checked non-response bias issues using t-tests, and revealed no significant difference between early and late surveys ($p > 0.05$). The study also checked common method biases using Harman's single-factor test (Podsakoff, Podsakoff, Williams, Huang & Yang, 2024), and found no dominant factor contributing to over 50% of overall variation in common method variance (CMV).

5.3. Data Analysis

The PLS-SEM approach was used to test the suggested study model, where relationships are not well established and multivariate normality assumptions are not made. This approach is suitable for complex models and less restrictive in data distribution requirements (Acedo & Jones, 2007; Ainuddin, Beamish, Hulland & Rouse, 2007; Birkinshaw, Morrison & Hulland, 1995). Statistical data analysis was conducted by WarpPLS software. WarpPLS is a user-friendly software application for Partial Least Squares Structural Equation Modeling (PLS-SEM), known for its robust capabilities and user-friendly interface. It simplifies the analysis process, offers flexibility, and generates comprehensive output, including statistics and visualizations.

6. Results

6.1. Measurement Model

The proposed four-factor model of abusive leadership, employee job engagement, perceived organizational politics, and presenteeism was tested using (Kock, 2017)' ten model fit indices, providing well-fitted data. Table 1 presents ten fit indices for assessing model adequacy. Results indicate the proposed model provides satisfactory data representation, indicating a good approximation of variable relationships.

Measures	Assessment	Criterion	Result
Average path coefficient (APC)	0.444, $P < 0.001$	$P < 0.05$	Yes
Average R-squared (ARS)	0.483, $P < 0.001$	$P < 0.05$	Yes
Average adjusted R-squared (AARS)	0.480, $P < 0.001$	$P < 0.05$	Yes
Average block VIF (AVIF)	2.290	Acceptable if ≤ 5 , ideally ≤ 3.3	Yes
Average full collinearity VIF (AFVIF)	2.486	Acceptable if ≤ 5 , ideally ≤ 3.3	Yes
Tenenhaus GoF (GoF)	0.525	Small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	Yes
Sympson's paradox ratio (SPR)	1.000	Acceptable if ≥ 0.7 , ideally = 1	Yes
R-squared contribution ratio (RSCR)	1.000	Acceptable if ≥ 0.9 , ideally = 1	Yes
Statistical suppression ratio (SSR)	1.000	Acceptable if ≥ 0.7	Yes
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	Acceptable if ≥ 0.7	Yes

Table 1. Model fit and quality indices

According to Table 2, the study's model was tested, revealing high reliability and validity with a composite reliability (CR) above 0.70 and item loadings above 0.50 ($p < 0.05$). The convergent validity of the model is evaluated by applying the Average Variance Extracted (AVE) criterion, which yields a > 0.50 value for abusive leadership, employee job engagement, perceived organizational politics, and presenteeism. As all latent variables have variance inflation factors (VIFs) smaller than 3.3, the model is free of common method bias.

As can be shown in Tables 3 and 4, the study exhibits good convergent and discriminant validity based on AVE values and HTMT criteria (Cheung, Cooper-Thomas, Lau & Wang, 2024; Hair, Howard & Nitzl, 2020; Hair, Matthews, Matthews & Sarstedt, 2017). The high AVE values indicating accurate representation of each construct and distinct constructs, ensuring reliable and meaningful study conclusions. In Table 3, the diagonal elements represent the square root of the AVE for each construct, while the off-diagonal elements are the Pearson correlations between the constructs. According to the discriminant validity rule, for each construct, the square root of the AVE (diagonal values) should be greater than the Pearson correlations (off-diagonal values) in the corresponding rows and columns. Here, it can be observed that, the square root of the AVE for each

construct exceeds the correlation values, confirming discriminant validity. In addition, HTMT is a statistical method used to assess discriminant validity in structural equation modeling, particularly in PLS-SEM, by comparing correlations between heterotraits and monotraits, with a threshold of 0.90.

Factors	Item loading	Cronbach alpha	CR	AVE	VIFs
Abusive leadership (AL)	–	0.916	0.885	0.688	3.037
AL.1	0.857**				
AL.2	0.856**				
AL.3	0.852**				
AL.4	0.844**				
AL.5	0.730**				
Employee job engagement (EJE)	–	0.894	0.851	0.629	1.064
EJE.1	0.825**				
EJE.2	0.670**				
EJE.3	0.816**				
EJE.4	0.845**				
EJE.5	0.798**				
Perceived organizational politics (POP)	–	0.923	0.908	0.509	3.213
POP.1	0.831**				
POP.2	0.788**				
POP.3	0.827**				
POP.4	0.810**				
POP.5	0.531**				
POP.6	0.577**				
POP.7	0.531**				
POP.8	0.821**				
POP.9	0.793**				
POP.10	0.824**				
POP.11	0.556**				
POP.12	0.523**				
Presenteeism (PR)	–	0.835	0.762	0.507	2.629
PR.1	0.739**				
PR.2	0.684**				
PR.3	0.717**				
PR.4	0.762**				
PR.5	0.698**				
PR.6	0.672**				

Table 2. Item loadings, Cronbach alpha, CR, AVE, and VIFs

Constructs	EJE	POP	AL	Presenteeism
Employee job engagement (EJE)	0.793	-0.241	-0.141	-0.197
Perceived organizational politics (POP)	-0.241	0.714	0.704	0.636
Abusive leadership (AL)	-0.141	0.704	0.829	0.638
Presenteeism (PR)	-0.197	0.636	0.738	0.677

“Off-diagonal elements are correlations, and diagonal elements are square roots of AVE”

Table 3. Discriminant validity results

HTMT ratios (good if < 0.90, best if < 0.85)	EJE	POP	AL	Presenteeism
Employee job engagement (EJE)				
Perceived organizational politics (POP)	0.274			
Abusive leadership (AL)	0.162	0.794		
Presenteeism (PR)	0.249	0.744	0.694	
P values (one-tailed) for HTMT ratios (good if < 0.05)	EJE	POP	AL	Presenteeism
Employee job engagement (EJE)				
Perceived organizational politics (POP)	<0.001			
Abusive leadership (AL)	<0.001	<0.001		
Presenteeism (PR)	<0.001	<0.001	<0.001	

Table 4. HTMT for validity

6.2. Results of Testing Hypotheses

Results of testing hypotheses are shown in Figure 2 and Tables 5 and 6. The results reveal that abusive leadership (AL) significantly decreases employee job engagement (EJE) ($\beta = -0.16$, $P < 0.01$), with an increase in abusive leadership leading to a decrease in employee job engagement, supporting H1. Abusive leadership, however, significantly increases perceived organizational politics (POP) ($\beta = 0.74$, $P < 0.01$) and presenteeism ($\beta = 0.85$, $P < 0.01$). The increase in abusive leadership leads to higher POP and presenteeism, thereby supporting both H2 and H3. In addition, EJE is negatively affected by POP ($\beta = -0.29$, $P < 0.01$) and presenteeism ($\beta = -0.19$, $P < 0.01$), this means that high levels of POP and presenteeism often lead to a decrease in EJE, supporting the hypotheses H3 and H6.

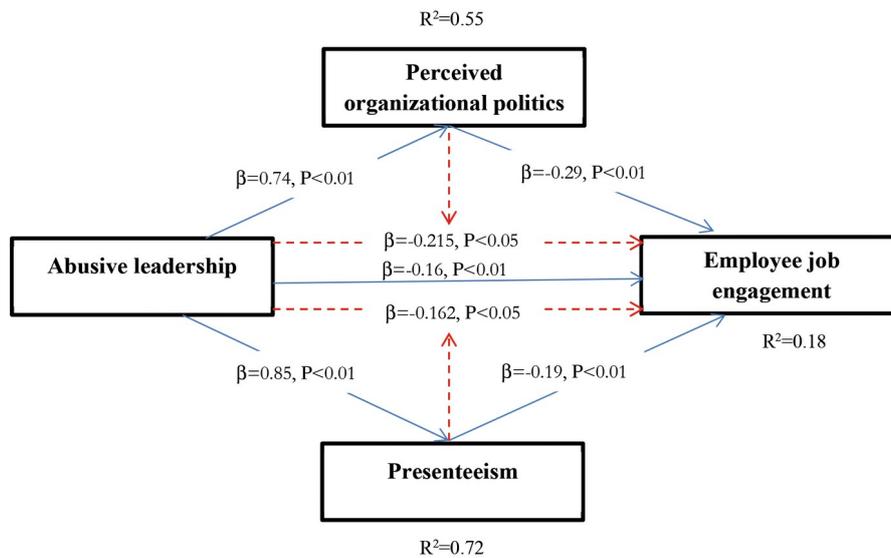


Figure 2. The final model of the study

Furthermore, data presented in Table 5 indicate that abusive leadership had a small effect size on EJE ($f^2 = 0.029$), while had a large effect size on both POP ($f^2 = 0.546$) and presenteeism ($f^2 = 0.722$). Besides, both POP and presenteeism had a small effect size on EJE ($f^2 = 0.095$, $f^2 = 0.055$, respectively).

	POP	Abusive leadership	Presenteeism
Employee job engagement (EJE)	0.095	0.029	0.055
Perceived organizational politics (POP)	–	0.546	–
Presenteeism (PR)	–	0.722	–

Table 5. Effect sizes (f^2) for total effects

Lastly, the study explores the mediation effects of POP and presenteeism in the relationship between abusive leadership and EJE, using bootstrapping for the confidence intervals approach developed by (Preacher & Hayes, 2008). According to Table 6, the study confirms the hypothesis (H4) that POP significantly mediates the relationship between abusive leadership and EJE, as evidenced by the significant indirect effect observed in the bootstrapping analysis (t-value=-6.312; LL=-0.281, UL=-0.148). The study also confirms the hypothesis (H7) that presenteeism significantly mediates the relationship between AL and EJE (t-value=-4.894; LL=-0.226, UL=-0.097).

	Path a	Path b	Indirect Effect	SE	t-value	Bootstrapped Confidence Interval		Decision
						95% LL	95% UL	
H4: AL → POP → EJE	0.740	-0.290	-0.215	0.034	-6.312	-0.281	-0.148	Mediation
H7: AL → presenteeism → EJE	0.850	-0.190	-0.162	0.033	-4.894	-0.226	-0.097	Mediation

Table 6. Mediation analysis results

7. Discussion

The literature extensively reveals the detrimental effects of abusive leadership. This paper focuses on the intricate interactions with two additional related variables. More specifically, it sheds light on the correlation between abusive leadership (AL) and employee job engagement (JE), as mediated by perceived organizational politics (POP) and presenteeism.

H1: AL Negatively Impacts Employee JE

Findings revealed that abusive leadership negatively impacts employee job engagement. This is consistent with other research by Osei et al. (2022), Wu, Zhang et al. (2023) and Wu, Yuan et al. (2023) who demonstrated the negative impact of abusive leadership on employee JE. Wang et al. (2020) found abusive supervision negatively impacts hotel employees' work engagement. Abusive leadership fosters a toxic work environment that negatively impacts employee well-being and motivation, leading to decreased engagement among employees, causing a lack of enthusiasm, commitment, and a sense of disinterest in their work. Abused employees often lack supervisor support, leading to increased stress. To cope, they display behaviors that conserve resources such as work disengagement (Ampofo, 2021)

H2: Abusive Leadership Increases POP

Findings also revealed that abusive leadership increases perceived organizational politics. This is consistent with other research by Drory et al. (2022) and Cheng et al. (2024) that reveals an inverse correlation between the quality of supervisor-subordinate interactions and POP. Abusive leadership can significantly enhance perceived organizational politics in hotels, posing a toxic combination. Leaders who exhibit harmful or abusive behaviors towards their subordinates can foster fear, mistrust, and resentment, leading to political behavior (Drory et al., 2022). Abuse of leadership is linked to perceived organizational politics due to fear of retaliation, lack of trust, and power imbalances, which can hinder positive relationships and exploit subordinates (Drory et al., 2022; Cheng et al., 2024).

H3: Pop Negatively Impacts Employee JE

In addition, findings revealed that POP negatively impacts employee JE. This is consistent with Guo et al. (2019), Tufail (2022), and Fahmy et al. (2024) research indicating a negative correlation between POP and JE. Organizational politics can lead to resigned silence, anxiety, and retirement behavior among hotel employees. This can also affect organizational cynicism, leading to psychological withdrawal and departure. It also affects innovation resistance, as members may avoid or reject it if perceived unfairness exists (Lee, Kim & Shin, 2023). This can create a vicious circle, spreading cynicism and resistance, affecting organizational climate and employee job engagement. Additionally, high perceived organizational politics (POP) can suppress the impact of superior-subordinate relations on employee attitudes and behavior. This can lead to negative feelings and bitterness towards the organization, reducing the impact of the superior-subordinate domain on a subordinate's attitudes

and behavior (Drory et al., 2022). Negative organizational atmosphere often leads to political behavior, such as backstabbing, favoritism, scapegoating, and in-fighting. These behaviors can negatively impact organizational culture, employee morale, and performance, as employees feel unsafe or undervalued, reducing engagement, productivity, and commitment.

H4: POP Mediates the Link between AL and Employee JE

Moreover, findings revealed that POP negatively mediates the link between abusive leadership and employee job engagement. This means that abusive leadership may negatively impact job engagement, and this effect may be exacerbated by the presence of perceived organizational politics. Abusive leadership can create a stressful and hostile work environment, leading to psychological distress and reduced job engagement (Rasool, Wang, Tang, Saeed & Iqbal, 2021). Perceived organizational politics can exacerbate this effect by creating additional uncertainty and anxiety (Al-Romeedy & Khairy, 2024). In addition, abusive leaders may engage in social undermining behaviors, such as spreading rumors or sabotaging the work of others (Liang & Brown, 2023), and erode employees' trust in their organization and its leaders (Liang & Brown, 2023). Perceived organizational politics can make it more difficult for employees to resist or report such behaviors (Fahmy et al., 2024) and can further undermine this trust, leading to decreased job engagement (Khairy, Mahmoud, Saeed & Hussien, 2023).

H5: Abusive Leadership Increases Presenteeism Among Employees

Furthermore, findings revealed that abusive leadership increases presenteeism among employees. This is consistent with Muthuswamy and Li (2023) results that demonstrated a positive correlation between abusive leadership and presenteeism. Abuse of leadership significantly impacts employee presenteeism, with negative and abusive behavior being more strongly correlated than positive and encouraging behavior. Leader-member exchange is significantly related to presenteeism, suggesting that abusive leadership enhances employee presenteeism and hinders their potential (Muthuswamy & Li, 2023). Abuse of leadership can significantly increase presenteeism among employees. Employees may be hesitant to take time off due to the fear of punishment or reprimand from their abusive leader.

H6: Presenteeism Negatively Impacts Employee JE

Additionally, findings revealed that presenteeism negatively impacts employee JE. This is consistent with other research conducted by Ashour et al. (2023). Presenteeism negatively impacts individuals and organizations by reducing engagement among hotel employees who are mentally or emotionally checked out (Ashour et al., 2023; Khairy & Mahmoud, 2022). The well-being of hotel staff significantly impacts service excellence, as physically and mentally fit employees are more successful and efficient in their service delivery. Presenteeism, characterized by extreme stress, is a significant issue in the hotel industry, and extended working hours reinforce this issue by denying workers sufficient downtime and personal space (Arslaner & Boylu, 2017; Khairy, 2019).

H7: Presenteeism Mediates the Link Between Abusive Leadership and Employee JE

Lastly, findings revealed that presenteeism negatively mediates the link between abusive leadership and employee JE. This means that abusive leadership may negatively impact employee job engagement, and this effect may be exacerbated by presenteeism. Leaders who engage in abusive or harmful behaviors can create a negative work environment, leading to presenteeism and decreased job engagement. In essence, abuse of leadership can indirectly affect job engagement by causing employees to engage in presenteeism (Khairy & Mahmoud, 2022; Muthuswamy & Li, 2023). Abuse of leadership can create a hostile work environment, making it challenging for employees to manage stress and maintain their well-being. The negative work environment can lead to a vicious cycle, where employees feel trapped and emotionally drained (Khairy, 2019).

8. Theoretical Implications

The study contributes to the literature by confirming that abusive leadership negatively impacts employee job engagement, aligning with previous research (i.e. Ampofo (2021); Osei et al., 2022; Wu, Yuan et al., 2023). Abusive leadership is a significant workplace stressor that can lead to the depletion of employees' personal resources (Whitman et al., 2014). Abused employees use defensive strategies like political behavior to conserve resources and prevent further losses, preventing them from allocating remaining resources toward job

engagement (Gip et al., 2024). Our study contributes by developing and testing a research model that explains the negative impact of abusive supervision on employees' job engagement through POP and presenteeism. The existing literature has not adequately explored the mechanisms by which abusive supervision can negatively impact employee engagement at work. Thus, our study contributes to the abusive supervision literature by identifying employee job engagement as a direct behavioral response to, and political behavior as a reasonable coping mechanism for perceived leadership abuse.

The study investigated the impact of abusive leadership on employee job engagement, highlighting the mediating role of perceived organizational politics and presenteeism. This study utilizes the Conservation of Resources (COR) theory to comprehend the depletion of employees' resources due to abusive leadership and adverse organizational environments, including high politics. The COR theory suggests that individuals aim to acquire, maintain, and safeguard their resources, such as personal energy, time, and positive work relationships. When faced with resource-draining factors like abusive leadership or perceived organizational politics, employees experience stress and a depletion of their resources. This can lead to presenteeism (where employees come to work but are mentally disengaged or unproductive), further diminishing their capacity to invest in their job engagement. The study supports the COR theory by demonstrating that abusive leadership leads to reduced job engagement and resource depletion due to presenteeism and perceived organizational politics. Abusive leadership drains employees' psychological resources, while high organizational politics exacerbate this effect, reducing engagement among employees. The link to presenteeism highlights how resource depletion manifests behaviorally, as employees, despite being present, are unable to engage fully due to the exhaustion of their emotional and cognitive resources. Therefore, this study expands COR theory by highlighting how abusive leadership, organizational politics, and presenteeism interact to deplete resources and reduce engagement, undermining employee performance and well-being.

9. Practical Implications

The study offers insights that can help hotel organizations understand the impact of abusive leadership, POP, and presenteeism on employees' JE, thereby enhancing their HRM interventions. The study indicates that abusive leadership leads to decreased job engagement, suggesting that management should actively prevent such behaviors from their leaders. Hotel management can reduce abusive leadership by offering appropriate interventions to leaders, promoting positive interactions, and improving their leadership skills. Hotel management can also monitor abusive leadership and incorporate healthy leadership behaviors into performance evaluations to discourage such behavior in the workplace. In addition, hotel organizations should prioritize creating a positive and respectful work environment by implementing strategies like leadership training on effective communication, conflict resolution, and emotional intelligence. Hotel organizations should also establish clear anti-harassment and anti-bullying policies, with clear procedures for reporting and addressing incidents of abusive behavior. Moreover, HR management should foster a positive and respectful work environment by providing employees with resources like counseling services, assistance programs, and support groups. HR department should establish anonymous reporting systems that allow employees to report incidents of abusive behavior without fear of retaliation.

Moreover, the study suggests that organizational politics negatively impact employees' JE, emphasizing the need for hotel organizations to create a fair and equitable work environment. Hotel organizations can reduce organizational politics by promoting desired behaviors, aligning employees with organizational goals, and reducing incentives for politically skilled employees. Organizations can also mitigate political uncertainty by encouraging employees to express their concerns about the root causes of unfair decisions.

Lastly, hotel organizations can also enhance employee JE by prioritizing employee health and managerial support, thereby preventing workplace suffering and establishing a clear framework for human resource policies and strategies. For example, hotel organizations can effectively address presenteeism by focusing on training and development opportunities, thereby reducing losses and enhancing JE. In addition, this study urges hotel management to provide greater support for sickness absences for individuals with health conditions. Individuals experiencing the worst productivity declines at work while sick may not benefit from encouraging attendance, especially if they feel pressured by their leaders.

10. Limitations and Further Research Avenues

The study has several limitations. First, it focuses on abusive leadership and its influence on employee job engagement (JE) with perceived organizational politics (POP) and presenteeism as mediators. However, the proposed model is not exhaustive, as it does not account for other work and non-work-related factors that might influence JE. Second, the study relied on non-probabilistic convenience sampling, which, due to its cost and time efficiency, may introduce bias, limiting the generalizability of the findings. Finally, the study was limited to full-time employees from five-star hotels in the Greater Cairo Region, Egypt, which may restrict the applicability of the findings to other locations or sub-sectors of the hospitality industry.

Future research should explore additional factors that may motivate or inhibit employees' JE, such as ethical climate, organizational culture, absence policies, working hours, and organizational size. Expanding the scope to examine these elements could strengthen the theoretical foundation for presenteeism in hotel organizations. Researchers should also adopt random sampling techniques to improve the generalizability of findings. Moreover, future studies could expand to other cities in Egypt or explore other sub-sectors of the hospitality industry, such as low-rated hotels or restaurants. Furthermore, examining the relationship between abusive leadership, POP, and presenteeism in countries with stronger employment legislation could provide a more comprehensive understanding of these dynamics. Finally, future studies could also explore the moderating role of gender, age, and education in the relationship between abusive leadership, perceived organizational politics, presenteeism, and employee job engagement to provide a more comprehensive understanding of the research topic.

11. Conclusions

In conclusion, this study sheds light on the detrimental effects of abusive leadership on employee job engagement (JE) in the hotel industry, with a focus on the mediating roles of perceived organizational politics (POP) and presenteeism. The research highlights how abusive leadership significantly decreases JE while increasing both POP and presenteeism among full-time employees in five-star hotels in Egypt. These findings underscore the negative impact of toxic leadership practices on employee well-being and organizational performance.

By supporting Conservation of Resources (COR) theory, the study shows that abusive leadership drains employees' psychological resources, leading to reduced engagement. The increase in POP and presenteeism further exacerbates this effect, creating a cycle of resource depletion that undermines employees' capacity to fully engage in their work. This interaction between leadership behavior, organizational politics, and presenteeism provides a broader understanding of how abusive leadership harms employee engagement, performance, and well-being in high-stress environments like the hotel sector.

The study also offers practical insights for hotel organizations to address these challenges. By actively curbing abusive leadership through leadership development, fostering a fair work environment, and promoting employee health, organizations can create a more supportive and engaging workplace. These efforts, such as implementing anti-harassment policies and offering resources for employee well-being, can help reduce presenteeism, enhance JE, and ultimately improve organizational outcomes.

Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Funding

This work was supported by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [KFU241826].

References

- Acedo, F.J., & Jones, M.V. (2007). Speed of internationalization and entrepreneurial cognition: Insights and a comparison between international new ventures, exporters and domestic firms. *Journal of World Business*, 42(3), 236-252. <https://doi.org/10.1016/j.jwb.2007.04.012>

- Admasachew, L., & Dawson, J. (2011). The association between presenteeism and engagement of National Health Service staff. *Journal of Health Services Research & Policy*, 16(1_suppl), 29-33. <https://doi.org/10.1258/jhsrp.2010.010085>
- Agarwal, U.A. (2016). Examining perceived organizational politics among Indian managers. *International Journal of Organizational Analysis*, 24(3), 415-437. <https://doi.org/10.1108/IJOA-07-2014-0786>
- Ai-Hua, H., Guo-Tao, G., & Zi-Sen, L. (2015). The Effect of Abusive Supervision on Employee Silence: The Mediating Effect of Perceptions of Organizational Politics. *International Interdisciplinary Business-Economics Advancement Conference*.
- Ainuddin, R.A., Beamish, P.W., Hulland, J.S., & Rouse, M.J. (2007). Resource attributes and firm performance in international joint ventures. *Journal of World business*, 42(1), 47-60. <https://doi.org/10.1016/j.jwb.2006.11.001>
- Al-Romeedy, B.S., El-bardan, M.F., & Badwy, H.E. (2024). How is employee performance affected by employer branding in tourism businesses? Mediation analysis. *Journal of Hospitality and Tourism Insights*, 8(2), 790-809 . <https://doi.org/10.1108/JHTI-05-2024-0418>
- Al-Romeedy, B.S., & Khairy, H.A. (2024). Organizational politics and employee job performance in the tourism and hospitality industry: workplace stress and counterproductive work behavior. *Tourism Review*, 79(8), 1457-1473 . <https://doi.org/10.1108/TR-06-2023-0428>
- Ampofo, E.T. (2021). Do job satisfaction and work engagement mediate the effects of psychological contract breach and abusive supervision on hotel employees' life satisfaction? *Journal of Hospitality Marketing & Management*, 30(3), 282-304. <https://doi.org/10.1080/19368623.2020.1817222>
- Arslaner, E., & Boylu, Y. (2017). Perceived organizational support, work-family/family-work conflict and presenteeism in hotel industry. *Tourism Review*, 72(2), 171-183. <https://doi.org/10.1108/TR-09-2016-0031>
- Ashour, E.Z., Khairy, H.A., & Fahmy, N.S. (2023). The effect of presenteeism on job engagement in hotels: The mediating role of job stress. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 7(2/3).
- Bakker, A.B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209-223. <https://doi.org/10.1108/13620430810870476>
- Balusek, B. (2023). *Presenteeism as a Mediator Between Perceived Organizational Support and Employee Engagement: A Review, Proposed Model, and Initial Examination*. Southern Illinois University at Edwardsville.
- Barnes, C.M., Lucianetti, L., Bhave, D.P., & Christian, M.S. (2015). “You Wouldn’t Like Me When I’m Sleepy”: Leaders’ Sleep, Daily Abusive Supervision, and Work Unit Engagement. *Academy of management journal*, 58(5), 1419-1437. <https://doi.org/10.5465/amj.2013.1063>
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Bickerton, G.R., & Miner, M. (2023). Conservation of resources theory and spirituality at work: When a resource is not always a resource. *Psychology of Religion and Spirituality*, 15(2), 241-250. <https://doi.org/10.1037/rel0000416>
- Birkinshaw, J., Morrison, A., & Hulland, J. (1995). Structural and competitive determinants of a global integration strategy. *Strategic Management Journal*, 16(8), 637-655. <https://doi.org/10.1002/smj.4250160805>
- Bloisi, W., & Hoel, H. (2008). Abusive work practices and bullying among chefs: A review of the literature. *International Journal of Hospitality Management*, 27(4), 649-656. <https://doi.org/10.1016/j.ijhm.2007.09.001>
- Brouwer, W.B.F., van Exel, N.J.A., Koopmanschap, M.A., & Rutten, F.F.H. (2002). Productivity costs before and after absence from work: as important as common? *Health Policy*, 61(2), 173-187. [https://doi.org/10.1016/S0168-8510\(01\)00233-0](https://doi.org/10.1016/S0168-8510(01)00233-0)
- Canboy, B., Tillou, C., Barzantny, C., Güçlü, B., & Benichoux, F. (2023). The impact of perceived organizational support on work meaningfulness, engagement, and perceived stress in France. *European Management Journal*, 41(1), 90-100. <https://doi.org/10.1016/j.emj.2021.12.004>

- Chang, C.H., Rosen, C.C., & Levy, P.E. (2009). The Relationship Between Perceptions of Organizational Politics and Employee Attitudes, Strain, and Behavior: A Meta-Analytic Examination. *Academy of Management Journal*, 52(4), 779-801. <https://doi.org/10.5465/amj.2009.43670894>
- Chen, Y., Yan, M., Zheng, S., & Lan, J. (2024). The cross-level effect of team politics on “teamness” and “oneness” of frontline employees in the tourism industry: The moderating role of abusive supervision. *International Journal of Hospitality Management*, 117, 103634. <https://doi.org/10.1016/j.ijhm.2023.103634>
- Cheng, Y.N., Hu, C., Wang, S., & Huang, J.C. (2024). Political context matters: a joint effect of coercive power and perceived organizational politics on abusive supervision and silence. *Asia Pacific Journal of Management*, 41(1), 81-106. <https://doi.org/10.1007/s10490-022-09840-x>
- Cheung, G.W., Cooper-Thomas, H.D., Lau, R.S., & Wang, L.C. (2024). Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations. *Asia Pacific Journal of Management*, 41(2), 745-783. <https://doi.org/10.1007/s10490-023-09871-y>
- Chi, S.C.S., & Liang, S.G. (2013). When do subordinates’ emotion-regulation strategies matter? Abusive supervision, subordinates’ emotional exhaustion, and work withdrawal. *The Leadership Quarterly*, 24(1), 125-137. <https://doi.org/10.1016/j.leaqua.2012.08.006>
- Choi, W.S., Kang, S.W., & Choi, S.B. (2024). The dark side of mobile work during non-work hours: moderated mediation model of presenteeism through conservation of resources lens [Original Research]. *Frontiers in Public Health*, 12. <https://doi.org/10.3389/fpubh.2024.1186327>
- Christian, M., Garza, A., & Slaughter, J. (2011). Work Engagement: A Quantitative Review and Test of Its Relations with Task and Contextual Performance. *Personnel Psychology*, 64, 89-136. <https://doi.org/10.1111/j.1744-6570.2010.01203.x>
- Cochran, W.G. (1963). *Sampling techniques* (2nd ed.). John Wiley & Sons. Available at: <https://books.google.com.eg/books?id=Y-SxXwAACAAJ>
- Coetzee, M., & De Villiers, M. (2010). Sources of job stress, work engagement and career orientations of employees in a South African financial institution. *Southern African Business Review*, 14(1).
- Cooper, C.L. (1994). The costs of healthy work organizations. In *Creating healthy work organizations*. (1-5). John Wiley & Sons. <https://doi.org/10.1037/11870-012>
- Côté, K., Lauzier, M., & Stinglhamber, F. (2021). The relationship between presenteeism and job satisfaction: A mediated moderation model using work engagement and perceived organizational support. *European Management Journal*, 39(2), 270-278. <https://doi.org/10.1016/j.emj.2020.09.001>
- Crawford, E.R., LePine, J.A., & Rich, B.L. (2010). Linking job demands and resources to employee engagement and burnout: a theoretical extension and meta-analytic test. *Journal of applied psychology*, 95(5), 834.
- Czakert, J.P., Reif, J.A., & Berger, R. (2022). *Leadership Behavior, Stress, and Presenteeism: A Cross-Cultural Comparison*. In Klicperova-Baker, M., & Friedlmeier, W. (Eds.), *Xenophobia vs. Patriotism: Where is my Home? Proceedings from the 25th Congress of the International Association for Cross-Cultural Psychology* (293).
- Daskin, M., & Tezer, M. (2012). Organizational politics and turnover: An empirical research from hospitality industry. *Tourism: An International Interdisciplinary Journal*, 60(3), 273-291.
- De Beer, L. (2014). The effect of presenteeism-related health conditions on employee work engagement levels: A comparison between groups. *SA Journal of Human Resource Management*, 12. <https://doi.org/10.4102/sajhrm.v12i1.640>
- Donaldson, S.I., & Grant-Vallone, E.J. (2002). Understanding Self-Report Bias in Organizational Behavior Research. *Journal of Business and Psychology*, 17(2), 245-260. <https://doi.org/10.1023/A:1019637632584>
- Drory, A., Shkoler, O., & Tziner, A. (2022). Abusive leadership: A moderated-mediation through leader-member exchange and by organizational politics [Original Research]. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.983199>

- Fahmy, N.S., Soliman, M.R., Khairy, H.A., & Ashour, E.Z. (2024). Organizational politics perception and work engagement in five-star hotels and travel agencies: Does social capital matter. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 8(1/1), 84-96.
- Ferris, G.R., Harrell-Cook, G., & Dulebohn, J.H. (2000). Organizational politics: The nature of the relationship between politics perceptions and political behavior. *Research in the Sociology of Organizations*, 17, 89-130. [https://doi.org/10.1016/S0733-558X\(00\)17004-1](https://doi.org/10.1016/S0733-558X(00)17004-1)
- Ferris, G.R., Russ, G.S., & Fandt, P.M. (1989). Politics in organizations. In *Impression management in the organization*. (143-170). Lawrence Erlbaum Associates, Inc.
- Figueredo, J.M., García-Ael, C., Gragnano, A., & Topa, G. (2023). Cognitive and affective-motivational states as mediators of the association between presenteeism and job satisfaction. *European Review of Applied Psychology*, 73(6), 100865. <https://doi.org/10.1016/j.erap.2022.100865>
- Gandz, J., & Murray, V.V. (1980). The Experience of Workplace Politics. *Academy of management journal*, 23(2), 237-251. <https://doi.org/10.5465/255429>
- Ghosh, K., Sharma, D., & Malik, L.R. (2024). Work calling and abusive supervision: Boon or bane in hospitality organization? *International Journal of Hospitality Management*, 117, 103638. <https://doi.org/10.1016/j.ijhm.2023.103638>
- Gilbreath, B., & Karimi, L. (2012). Supervisor behavior and employee presenteeism. *International Journal of leadership studies*, 7(1), 114-131.
- Gip, H., Wang, X., Guchait, P., & Pasamehmetoglu, A. (2024). Exploring the impact of abusive supervision on employee approaches to managing service errors and failures: Examining the effects of hope and optimism, and service tenure. *International Journal of Hospitality Management*, 122, 103839. <https://doi.org/10.1016/j.ijhm.2024.103839>
- Gorgievski, M.J., & Hobfoll, S.E. (2008). Work can burn us out or fire us up: Conservation of resources in burnout and engagement. *Handbook of stress and burnout in health care* (7-22). Nova Science Publishers, Inc.
- Gosselin, E., & Lauzier, M. (2011). Le présentéisme. Lorsque la présence n'est pas garante de la performance. *Revue française de gestion*, 211(2), 15-27. Available at: <https://www.cairn.info/revue-francaise-de-gestion-2011-2-page-15.htm>
- Guo, Y., Kang, H., Shao, B., & Halvorsen, B. (2019). Organizational politics as a blindfold. *Personnel Review*, 48(3), 784-798. <https://doi.org/10.1108/PR-07-2017-0205>
- Hair, J.F., Howard, M.C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101-110. <https://doi.org/10.1016/j.jbusres.2019.11.069>
- Hair, J.F., Matthews, L.M., Matthews, R.L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: Updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107-123. <https://doi.org/10.1504/ijmda.2017.087624>
- Halbesleben, J.R.B., Neveu, J.P., Paustian-Underdahl, S.C., & Westman, M. (2014). Getting to the “COR”: Understanding the Role of Resources in Conservation of Resources Theory. *Journal of management*, 40(5), 1334-1364. <https://doi.org/10.1177/0149206314527130>
- Harris, K.J., Kacmar, K.M., & Zivnuska, S. (2007). An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of the relationship. *The Leadership Quarterly*, 18(3), 252-263. <https://doi.org/10.1016/j.leaqua.2007.03.007>
- Hasan, S.A., Naseem, A., Mahmood, M., Sajjad, Z., & Mirza, M.Z. (2024). Impact of supervisor phubbing on workplace incivility and workplace presenteeism: mediation and moderation effect of self-esteem and power distance. *Journal of Management Development*, 43(1), 68-86. <https://doi.org/10.1108/JMD-08-2023-0230>

- Hassan, S., Kaur, P., Muchiri, M., Ogbonnaya, C., & Dhir, A. (2023). Unethical Leadership: Review, Synthesis and Directions for Future Research. *Journal of Business Ethics*, 183(2), 511-550. <https://doi.org/10.1007/s10551-022-05081-6>
- Helmy, O.S., Sallam, O.T., Shawaly, A.S., & Fawzy, A.M. (2024). Do Organizational Politics Triggers Counterproductive Work Behaviors in Hospitality and Tourism Organizations: The Roles of Job Stress and Distributive Justice. *The International Journal of Tourism and Hospitality Studies*, 7(2), 150-169.
- Henderson, A.A., & Smith, C.E. (2022). When does presenteeism harm productivity the most? Employee motives as a key moderator of the presenteeism–productivity relationship. *Journal of managerial psychology*, 37(6), 513-526. <https://doi.org/10.1108/JMP-08-2020-0446>
- Hobfoll, S.E. (1989). Conservation of resources: a new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513.
- Hobfoll, S.E. (2001). The Influence of Culture, Community, and the Nested-Self in the Stress Process: Advancing Conservation of Resources Theory. *Applied Psychology*, 50(3), 337-421. <https://doi.org/10.1111/1464-0597.00062>
- Hsu, T.S., & Wu, C.T. (2016). A Study on the relationship between abusive supervision and job satisfaction: The mediating and moderating effects of organizational politics and organizational justice. *Journal of Education & Psychology*, 39(4), 1.
- Hsu, Y.S., Chen, Y.P., Chiang, F.F.T., & Shaffer, M.A. (2022). It takes two to tango: Knowledge transfer between expatriates and host country nationals. *Human Resource Management*, 61(2), 215-238. <https://doi.org/10.1002/hrm.22090>
- Huang, L.C., Lin, C.C., & Lu, S.C. (2020). The relationship between abusive supervision and employee's reaction: the job demands-resources model perspective. *Personnel Review*, 49(9), 2035-2054. <https://doi.org/10.1108/PR-01-2019-0002>
- Idris, M.A., Dollard, M.F., & Tuckey, M.R. (2015). Psychosocial safety climate as a management tool for employee engagement and performance: A multilevel analysis. *International Journal of Stress Management*, 22(2), 183.
- Jain, L., & Ansari, A.A. (2018). Effect of perception for organisational politics on employee engagement with personality traits as moderating factors. *The South East Asian Journal of Management*, 12(1), 5.
- Johns, G. (2010). Presenteeism in the workplace: A review and research agenda. *Journal of Organizational Behavior*, 31(4), 519-542. <https://doi.org/10.1002/job.630>
- Ju, D., Huang, M., Liu, D., Qin, X., Hu, Q., & Chen, C. (2019). Supervisory consequences of abusive supervision: An investigation of sense of power, managerial self-efficacy, and task-oriented leadership behavior. *Organizational Behavior and Human Decision Processes*, 154, 80-95. <https://doi.org/10.1016/j.obhdp.2019.09.003>
- Jung, H.S., Jung, Y.S., & Yoon, H.H. (2021). COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics. *International Journal of Hospitality Management*, 92, 102703. <https://doi.org/10.1016/j.ijhm.2020.102703>
- Kacmar, K.M., Bozeman, D.P., Carlson, D.S., & Anthony, W.P. (1999). An Examination of the Perceptions of Organizational Politics Model: Replication and Extension. *Human Relations*, 52(3), 383-416. <https://doi.org/10.1023/A:1016949222512>
- Kacmar, K.M., & Ferris, G.R. (1991). Perceptions of Organizational Politics Scale (POPS): Development and Construct Validation. *Educational and Psychological Measurement*, 51(1), 193-205. <https://doi.org/10.1177/0013164491511019>
- Kacmar, K.M., Whitman, M.V., & Harris, K.J. (2013). The lingering impact of abusive supervision. *Journal of Applied Management and Entrepreneurship*, 18(3), 51.

- Karanika-Murray, M., Pontes, H.M., Griffiths, M.D., & Biron, C. (2015). Sickness presenteeism determines job satisfaction via affective-motivational states. *Social Science & Medicine*, 139, 100-106. <https://doi.org/10.1016/j.socscimed.2015.06.035>
- Karatepe, O.M. (2013). Perceptions of organizational politics and hotel employee outcomes. *International Journal of Contemporary Hospitality Management*, 25(1), 82-104. <https://doi.org/10.1108/09596111311290237>
- Kaur, N., & Kang, L.S. (2023). Perception of organizational politics, knowledge hiding and organizational citizenship behavior: the moderating effect of political skill. *Personnel Review*, 52(3), 649-670. <https://doi.org/10.1108/PR-08-2020-0607>
- Kelloway, E.K., & Barling, J. (2010). Leadership development as an intervention in occupational health psychology. *Work & Stress*, 24(3), 260-279. <https://doi.org/10.1080/02678373.2010.518441>
- Kelloway, E.K., Mullen, J., & Francis, L. (2006). Divergent effects of transformational and passive leadership on employee safety. *Journal of occupational health psychology*, 11(1), 76.
- Ketter, P. (2008). What's the Big Deal About Employee Engagement? *T and D*, 62(1), 44.
- Khairy, H.A. (2019). How Organizational Politics Affect the Supervisor's Perception of Human Resources Management Practices in Hotels? *Journal of Association of Arab Universities for Tourism and Hospitality*, 17(3), 36-45.
- Khairy, H. A., & Mahmoud, R. H. (2022). Damping the relationship between work pressure and presenteeism through servant leadership in hotels. *Journal of Tourism, Hotels and Heritage*, 5(2), 15-31. <https://doi.org/10.21608/sis.2022.165700.1077>
- Khairy, H.A., Mahmoud, R.H., Saeed, A.A.A., & Hussien, I.M. (2023). The moderating role of ethical leadership in the relationship between organizational politics and workplace envy in hotels. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 7(1/2), 1-20.
- Khan, A.N., Khan, N.A., Bodla, A.A., & Gul, S. (2020). Impact of psychopathy on employee creativity via work engagement and negative socioemotional behavior in public health sector. *Personnel Review*, 49(8), 1655-1675. <https://doi.org/10.1108/PR-02-2019-0072>
- Kirrane, M., Kilroy, S., & O'Connor, C. (2019). The moderating effect of team psychological empowerment on the relationship between abusive supervision and engagement. *Leadership & Organization Development Journal*, 40(1), 31-44. <https://doi.org/10.1108/LODJ-07-2018-0252>
- Koay, K.Y., & Lim, P.K. (2023). Abusive supervision and knowledge hiding: The moderated mediation role of overall justice and gender. *Global Business and Organizational Excellence*, 42(2), 16-28. <https://doi.org/10.1002/joe.22181>
- Kock, N. (2017). *WarpPLS user manual: Version 6.0*. Laredo, TX, USA: ScriptWarp Systems.
- Koopman, C., Pelletier, K.R., Murray, J.F., Sharda, C.E., Berger, M.L., Turpin, R.S. et al. (2002). Stanford Presenteeism Scale: Health Status and Employee Productivity. *Journal of Occupational and Environmental Medicine*, 44(1). Available at: https://journals.lww.com/joem/fulltext/2002/01000/stanford_presenteeism_scale_health_status_and.4.aspx
- Lam, L.W., & Xu, A.J. (2019). Power Imbalance and Employee Silence: The Role of Abusive Leadership, Power Distance Orientation, and Perceived Organisational Politics. *Applied Psychology*, 68(3), 513-546. <https://doi.org/10.1111/apps.12170>
- Lee, K.S., Kim, Y.S., & Shin, H.C. (2023). Effect of Hotel Employees' Organizational Politics Perception on Organizational Silence, Organizational Cynicism, and Innovation Resistance. *Sustainability*, 15(5), 4651. Available at: <https://www.mdpi.com/2071-1050/15/5/4651>
- Lee, S., Kim, S. L., & Yun, S. (2018). A moderated mediation model of the relationship between abusive supervision and knowledge sharing. *The Leadership Quarterly*, 29(3), 403-413. <https://doi.org/10.1016/j.leaqua.2017.09.001>

- Li, Z., & Song, L. (2024). Understanding the impact of abusive leadership on third-party observers' turnover intentions: Insights from organizational identification and authority orientation. *Acta Psychologica*, 248, 104438. <https://doi.org/10.1016/j.actpsy.2024.104438>
- Liang, L.H., & Brown, D.J. (2023). Abusive leadership. In *Global encyclopedia of public administration, public policy, and governance* (11-17). Springer.
- Liu, Y., & Liu, X.Y. (2018). Politics under abusive supervision: The role of Machiavellianism and guanxi. *European Management Journal*, 36(5), 649-659. <https://doi.org/10.1016/j.emj.2018.08.002>
- Lohaus, D., & Habermann, W. (2019). Presenteeism: A review and research directions. *Human Resource Management Review*, 29(1), 43-58. <https://doi.org/10.1016/j.hrmr.2018.02.010>
- Lu, L., Cooper, C.L., & Yen-Lin, H. (2013). A cross-cultural examination of presenteeism and supervisory support. *Career Development International*, 18(5), 440-456. <https://doi.org/10.1108/CDI-03-2013-0031>
- Lyu, Y., Zhu, H., Zhong, H.J., & Hu, L. (2016). Abusive supervision and customer-oriented organizational citizenship behavior: The roles of hostile attribution bias and work engagement. *International Journal of Hospitality Management*, 53, 69-80. <https://doi.org/10.1016/j.ijhm.2015.12.001>
- Macey, W. (2006). Toward a definition of engagement. *Society for Industrial and Organizational Psychology 21st Annual Conference*, Dallas.
- Mackey, J.D., Frieder, R.E., Brees, J.R., & Martinko, M.J. (2015). Abusive Supervision: A Meta-Analysis and Empirical Review. *Journal of management*, 43(6), 1940-1965. <https://doi.org/10.1177/0149206315573997>
- Miller, B.K., Rutherford, M.A., & Kolodinsky, R.W. (2008). Perceptions of Organizational Politics: A Meta-analysis of Outcomes. *Journal of Business and Psychology*, 22(3), 209-222. <https://doi.org/10.1007/s10869-008-9061-5>
- Mitchell, M.S., & Ambrose, M.L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of applied psychology*, 92(4), 1159-1168. <https://doi.org/10.1037/0021-9010.92.4.1159>
- Morrison, E.W. (1993). Newcomer Information Seeking: Exploring Types, Modes, Sources, and Outcomes. *Academy of management journal*, 36(3), 557-589. <https://doi.org/10.5465/256592>
- Murtaza, G., Roques, O., Talpur, Q., Khan, R., & Haq, I.U. (2024). Effects of perceived organisational politics and effort–reward imbalance on work outcomes – the moderating role of mindfulness. *Personnel Review*, 53(1), 76-98. <https://doi.org/10.1108/PR-09-2020-0706>
- Muthuswamy, V.V., & Li, H.X. (2023). Abusive Leadership Mitigates Psychological Well-Being and Increases Presenteeism: Exploration of the Negative Effects of Abusive Leadership on Employees' Mental Health. *American Journal of Health Behavior*, 47(3), 498-509
- Naseer, S., Raja, U., Syed, F., Donia, M.B.L., & Darr, W. (2016). Perils of being close to a bad leader in a bad environment: Exploring the combined effects of despotic leadership, leader member exchange, and perceived organizational politics on behaviors. *The Leadership Quarterly*, 27(1), 14-33. <https://doi.org/10.1016/j.leaqua.2015.09.005>
- Ning, L., Jia, H., Gao, S., Liu, M., Xu, J., Ge, S. et al. (2023). The mediating role of job satisfaction and presenteeism on the relationship between job stress and turnover intention among primary health care workers. *International Journal for Equity in Health*, 22(1), 155.
- Nyberg, A., Westerlund, H., Magnusson-Hanson, L.L., & Theorell, T. (2008). Managerial leadership is associated with self-reported sickness absence and sickness presenteeism among Swedish men and women. *Scandinavian Journal of Public Health*, 36(8), 803-811. <https://doi.org/10.1177/1403494808093329>
- Osei, H.V., Ofori, H., Otsen, E., Adjei, T., & Odoom, L. (2022). The effects of leaders' abusive supervision on employees' work engagement: a moderated-mediation model of employees' silence and employees' proactive personalities. *Leadership in Health Services*, 35(4), 519-536. <https://doi.org/10.1108/LHS-03-2022-0021>

- Parent-Lamarche, A., Fernet, C., & Austin, S. (2022). Going the Extra Mile (or Not): A Moderated Mediation Analysis of Job Resources, Abusive Leadership, Autonomous Motivation, and Extra-Role Performance. *Administrative Sciences*, 12(2), 54. Available at: <https://www.mdpi.com/2076-3387/12/2/54>
- Patel, C., Biron, M., Cooper, S.C., & Budhwar, P.S. (2023). Sick and working: Current challenges and emerging directions for future presenteeism research. *Journal of Organizational Behavior*, 44(6), 839-852. <https://doi.org/10.1002/job.2727>
- Peng, M.Y.P., Liang, Z., Fatima, I., Wang, Q., & Rasheed, M.I. (2023). The nexus between empowering leadership, job engagement and employee creativity: role of creative self-efficacy in the hospitality industry. *Kybernetes*, 53(10), 3189-3210 . <https://doi.org/10.1108/K-10-2022-1425>
- Pircher-Verdorfer, A., Belschak, F., & Bobbio, A. (2024). Felt or Thought: Distinct Mechanisms Underlying Exploitative Leadership and Abusive Supervision. *Journal of Business Ethics*, 192(2), 363-383. <https://doi.org/10.1007/s10551-023-05543-5>
- Podsakoff, P.M., Podsakoff, N.P., Williams, L.J., Huang, C., & Yang, J. (2024). Common Method Bias: It's Bad, It's Complex, It's Widespread, and It's Not Easy to Fix. *Annual Review of Organizational Psychology and Organizational Behavior*, 11, 17-61. <https://doi.org/10.1146/annurev-orgpsych-110721-040030>
- Preacher, K.J., & Hayes, A.F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891. <https://doi.org/10.3758/BRM.40.3.879>
- Rasool, S.F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing. *International Journal of Environmental Research and Public Health*, 18(5), 2294. Available at: <https://www.mdpi.com/1660-4601/18/5/2294>
- Reed, G.E., & Olsen, R. (2010). Toxic Leadership: Part Deux In a follow-up study of a 2004 article on leadership, the authors find that many mid-grade officers believe that their previous superiors were toxic leaders. *Military Review*, 90(6), 58.
- Rosen, C.C., Harris, K.J., & Kacmar, K.M. (2009). The emotional implications of organizational politics: A process model. *Human Relations*, 62(1), 27-57. <https://doi.org/10.1177/0018726708099836>
- Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619. <https://doi.org/10.1108/02683940610690169>
- Schaufeli, W.B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness studies*, 3(1), 71-92. <https://doi.org/10.1023/A:1015630930326>
- Scheuer, M.L., Burton, J.P., Barber, L.K., Finkelstein, L.M., & Parker, C.P. (2016). Linking Abusive Supervision to Employee Engagement and Exhaustion. *Organization Management Journal*, 13(3), 138-147. <https://doi.org/10.1080/15416518.2016.1214063>
- Seo, E.C., Sim, Y.K., Kim, I., Seo, J.P., Ha, M.S., & Kim, S.E. (2023). The Mediating Effect of Presenteeism on the Relationship between Emotional Labor and Work Engagement of Coaches for Disability Sports. *International Journal of Environmental Research and Public Health*, 20(2), 919. Available at: <https://www.mdpi.com/1660-4601/20/2/919>
- Shan, G., Wang, W., Wang, S., Zhang, Y., Guo, S., & Li, Y. (2022). Authoritarian leadership and nurse presenteeism: the role of workload and leader identification. *BMC Nursing*, 21(1), 337. <https://doi.org/10.1186/s12912-022-01119-2>
- Shum, C. (2021). The recursive relationship between abusive supervision and service performance. *Journal of Hospitality and Tourism Insights*, 4(1), 18-34. <https://doi.org/10.1108/JHTI-03-2020-0032>

- Tan, K.L., Sim, P.L., Goh, F.Q., Leong, C.M., & Ting, H. (2020). Overwork and overtime on turnover intention in non-luxury hotels: Do incentives matter? *Journal of Hospitality and Tourism Insights*, 3(4), 397-414. <https://doi.org/10.1108/JHTI-09-2019-0104>
- Tan, Z., Yang, M., Farro, A.C., & Yuan, L. (2024). I cannot miss it! The influence of supervisor bottom-line mentality on employee presenteeism. *Leadership & Organization Development Journal*, 45(4), 719-736. <https://doi.org/10.1108/LODJ-05-2023-0216>
- Teimouri, R.B., Arasli, H., Kiliç, H., & Aghaei, I. (2018). Service, politics, and engagement: A multi-level analysis. *Tourism Management Perspectives*, 28, 10-19. <https://doi.org/10.1016/j.tmp.2018.07.002>
- Tepper, B.J. (2000). Consequences of Abusive Supervision. *Academy of management journal*, 43(2), 178-190. <https://doi.org/10.5465/1556375>
- Thau, S., Bennett, R.J., Mitchell, M.S., & Marrs, M.B. (2009). How management style moderates the relationship between abusive supervision and workplace deviance: An uncertainty management theory perspective. *Organizational Behavior and Human Decision Processes*, 108(1), 79-92. <https://doi.org/10.1016/j.obhdp.2008.06.003>
- Tufail, M. (2022). Impact of Perceived Organizational Politics on Employee Work Engagement: The Moderating Role of Islamic Work Ethics. *Journal of Business & Economics*, 14(1), 1-17.
- Vakira, E., Shereni, N.C., Ncube, C.M., & Ndlovu, N. (2023). The effect of inclusive leadership on employee engagement, mediated by psychological safety in the hospitality industry. *Journal of Hospitality and Tourism Insights*, 6(2), 819-834. <https://doi.org/10.1108/JHTI-09-2021-0261>
- Vänni, K.J., Neupane, S., & Nygård, C.H. (2017). Associations between perceived leadership and presenteeism in an industrial population. *Occupational Medicine*, 67(9), 672-677. <https://doi.org/10.1093/occmed/kqx156>
- Vigoda-Gadot, E. (2007). Leadership style, organizational politics, and employees' performance: An empirical examination of two competing models. *Personnel Review*, 36, 661-683. <https://doi.org/10.1108/00483480710773981>
- Vigoda-Gadot, E., & Talmud, I. (2010). Organizational Politics and Job Outcomes: The Moderating Effect of Trust and Social Support. *Journal of Applied Social Psychology*, 40(11), 2829-2861. <https://doi.org/10.1111/j.1559-1816.2010.00683.x>
- Wang, C.C., Hsieh, H.H., & Wang, Y.D. (2020). Abusive supervision and employee engagement and satisfaction: the mediating role of employee silence. *Personnel Review*, 49(9), 1845-1858. <https://doi.org/10.1108/PR-04-2019-0147>
- Wang, D., Li, X., Zhou, M., Maguire, P., Zong, Z., & Hu, Y. (2019). Effects of abusive supervision on employees' innovative behavior: The role of job insecurity and locus of control. *Scandinavian Journal of Psychology*, 60(2), 152-159. <https://doi.org/10.1111/sjop.12510>
- Wang, M., Lu, C., & Lu, L. (2023). The positive potential of presenteeism: An exploration of how presenteeism leads to good performance evaluation. *Journal of Organizational Behavior*, 44(6), 920-935. <https://doi.org/10.1002/job.2604>
- Wang, Y., Ma, J.Y., Yuan, M., & Chen, C.C. (2023). More pain, more change? The mediating role of presenteeism and the moderating role of ostracism. *Journal of Organizational Behavior*, 44(6), 902-919. <https://doi.org/10.1002/job.2674>
- Whitman, M.V., Halbesleben, J.R.B., & Holmes IV, O. (2014). Abusive supervision and feedback avoidance: The mediating role of emotional exhaustion. *Journal of Organizational Behavior*, 35(1), 38-53. <https://doi.org/10.1002/job.1852>
- Wong, S., Bull, R., Cumming, T., & McFarland, L. (2024). Supporting leaders in early childhood education settings: an evaluation of a clinical supervision program for centre directors. *Cogent Education*, 11(1), 2309749. <https://doi.org/10.1080/2331186X.2024.2309749>

- Wu, T.J., Yuan, K.S., & Yen, D.C. (2023). Leader-member exchange, turnover intention and presenteeism– the moderated mediating effect of perceived organizational support. *Current Psychology*, 42(6), 4873-4884. <https://doi.org/10.1007/s12144-021-01825-1>
- Wu, X., Zhang, L., & Zhang, C. (2023). Linking frontline construction workers' perceived abusive supervision to work engagement: job insecurity as the game-changing mediation and job alternative as a moderator. *Engineering, Construction and Architectural Management*, 32(3), 1739-1758. <https://doi.org/10.1108/ECAM-04-2023-0317>
- Yu, Y., Xu, S., Li, G., & Kong, H. (2020). A systematic review of research on abusive supervision in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 32(7), 2473-2496. <https://doi.org/10.1108/IJCHM-12-2019-1004>
- Zampetakis, L.A. (2024). Using indirect survey techniques to investigate the relationship between employee personal experience of abusive supervision and job performance. *International Journal of Manpower*, 45(7), 1309-1325 . <https://doi.org/10.1108/IJM-10-2023-0595>
- Zeyu, C. (2024). Detrimental Impact of Abusive Leadership on Employee Mental Health, Psychological Wellbeing, and Presenteeism in Chinese Entrepreneurial Organizations. *American Journal of Health Behavior*, 48(4), 1-15.
- Zhang, S., Wang, H., & He, Q. (2024). Performance Pressure and Employee Presenteeism: The Joint Effects of Authoritarian Leadership and Independent Self-Construal. *Behavioral Sciences*, 14(3), 236. Available at: <https://www.mdpi.com/2076-328X/14/3/236>
- Zhang, Y., & Bednall, T.C. (2016). Antecedents of Abusive Supervision: a Meta-analytic Review. *Journal of Business Ethics*, 139(3), 455-471. <https://doi.org/10.1007/s10551-015-2657-6>
- Zhao, H., & Guo, L. (2019). Abusive supervision and hospitality employees' helping behaviors. *International Journal of Contemporary Hospitality Management*, 31(4), 1977-1994. <https://doi.org/10.1108/IJCHM-01-2018-0100>
- Zheng, J., Zhang, Z., Wu, G., Yang, Y., Xia, N., & Liu, B. (2021). Daily Self-Efficacy, Work Engagement, and Deviance Behavior among Construction Professionals and Workers: Cross-Level Moderating Role of Job Control. *Journal of Construction Engineering and Management*, 147(4), 04021018. [https://doi.org/10.1061/\(ASCE\)CO.1943-7862.0002022](https://doi.org/10.1061/(ASCE)CO.1943-7862.0002022)

Intangible Capital, 2025 (www.intangiblecapital.org)



Article's contents are provided on an Attribution-Non Commercial 4.0 Creative commons International License. Readers are allowed to copy, distribute and communicate article's contents, provided the author's and Intangible Capital's names are included. It must not be used for commercial purposes. To see the complete license contents, please visit <https://creativecommons.org/licenses/by-nc/4.0/>.