

**Research Article**

Servant leadership's dimensions and deviant workplace behavior: Perspective at five-star hotels in Jakarta Indonesia

Netania Emilisa^{1*} , Rastri Kusumaditra² 

^{1,2}Management Department, Trisakti University, Grogol, West Jakarta, Indonesia.

*Corresponding Author email: netania@trisakti.ac.id

Submitted: 18 March 2021

Revised: 02 May 2021

Accepted: 14 May 2021

ABSTRACT

This investigation intends to figure out the implementation of servant leadership's dimensions to deviant workplace behavior. The data utilized in this investigation is primary data, the content of a questioner filled by employees. The sample collection was carried out utilizing the purposive sampling technique and collected 213 samples. The techniques that were used to analyze this investigation are instrumental tests such as validity and reliability and multiple linear regressions with SPSS 25. Servant leadership variables have seven dimensions, which are emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically. Deviations made against the company as violating existing norms and regulations will threaten the sustainability of the company. The results prove that all the dimensions of servant leadership have a negative significant effect on deviant workplace behavior. It shows that a great supervisor must find out the career objectives of a staff member. This can be accomplished by improving employees to stay to expand and improve, such as preparing practice, unique adventures in terms of ability to enhance personality-character to diminish employee aim to have deviant activities.

Keywords: *Servant Leadership; Leadership Style; Dimension of Servant Leadership; Deviant Workplace Behavior*

1. INTRODUCTION

Human resources are an essential part of a company entity. Workers are people who dedicate time, thought, and energy to the continuity of a company. Quality workers will create a supportive work environment for the development of the workers themselves and their development. Supervision of workers must continue to be carried out so that performance can increase. Several factors have led to worker supervision's inadequacy, including indecisiveness on violations in the field, limited human resources for supervisors, budget constraints, and weak coordination between departmental leaders.

In company dynamics, deviant behavior is not uncommon and commonplace (Syaebani & Sobri, 2011). Deviant workplace behavior describes as organizational members' behavior contrary to the organization's values, norms, and habits that can damage or disturb the organization and members (Emilisa et al., 2018). The reasons for workers to deviate are due to many factors. The factor that is sufficient to contribute to worker deviation is the

leadership style of a manager. A manager must redirect employee care to themselves towards caring for others in the organization and the larger community (Eva et al., 2019). The factor that is sufficient to contribute to worker deviation is the leadership style of a manager. The leadership style can create conditions that lead the company in a better direction and achieve each goal and reduce deviations from workers due to inappropriate leadership styles. Without the right leadership, significant organizational change will not take effect. A good manager must be able to position himself in all aspects and the company hierarchy. Employee-oriented leadership has the potential to foster positive organizational results (Bavik, 2020). This serviceability can be called servant leadership.

Servant leadership explained the requirement for a different leadership model, establishing serving opportunities - consisting of employees, clients, and societies - as the lot one preference (Van Dierendonck & Nuijten, 2011). In the utilization of servant leadership, there are several supporting dimensions, covering the dimensions of Managing ethically, Spontaneous healing, Generating value for the community, Visionary skills, Entitling, Helping subordinates develop and achieve, Giving subordinates first. Each scope includes a specific treatment to employees. With various employees in a hotel, surveillance must be quicker to bring deviant roles. Servant leadership is numerous tendencies and may quarrel in diverse managerial frameworks (Latif & Marimon, 2019). Five-star hotels have an expanded mixture of industry qualifications. Not all employees' styles can be interpreted equitably in the hotels. Thus, the leadership style must set up many of the influences of laborers over private interests to not constitute irregularities in the social atmosphere organizational settings (Latif & Marimon, 2019). Five-star hotels have a wide variety of worker backgrounds. Not all workers' characteristics can be treated equally in the hotels. Five-star hotels need special treatment in every employee, the duties of the manager can adjust each background and character of each worker so that they work in accordance with the company's potential and goals, if the characteristics, needs or expectations of each worker are not in accordance with the company's goals then it can cause friction and create offenses that range from small to large things and this will lead to the deviant workplace behavior. This kind of deviant workplace behavior from employees must be avoided or minimized so that the company's goals are achieved and pleasing to all parties. Therefore, the leadership style must prioritize many of the interests of workers over personal interests to not create deviations in the company environment.

2. LITERATURE REVIEW

2.1. SERVANT LEADERSHIP

The servant leadership model, according to Choudhary et al. (2013), involves ethical, moral, and relational dimensions as aspects of measuring leadership effectiveness, in contrast to the input and output performance with conventional approaches. Van Dierendonck & Nuijten (2011) servant leadership deals primarily with what we call the 'people' side of servant leadership such as: helping, serving, being respectful, authentic and empathic, behaving ethically, healing and accepting. Servant leadership refers to the leader's behavior shown when a leader wants to serve and serve first, helping subordinates to fully exploit

their potential and encouraging subordinates to achieve optimal career success. (Chan & Mak, 2014). From some of the explanations above, it can be concluded that servant leadership is an effective way for a leader to mobilize company members who focus on people who serve many people and have good reciprocal relationships in achieving company goals.

The servant Leadership dimension suggested by Liden et al. (2015) is sensitive healing, which contains the extent to which managers tend to intimate issues and the welfare of employees (Liden et al., 2015). Latif & Marimon (2019) indicate that spontaneous healing illustrates the promise and competencies in supporting recovery from employees' hardships. They are generating value for the community, which arrests managers' engagement in encouraging societies around the organization and assisting workers to be effective in the community (Liden et al., 2015). Carrying out their work more exciting and meaningful is the meaning of the dimension of making value for the community (Lapointe & Vandenberghe, 2018). Conceptual skills manifest the competence of leaders in explaining work problems and accepting organizational goals (Liden et al., 2015). The conceptual skills dimension relates to leaders who are knowledgeable, creative, can lead, and can organize (Han et al., 2010). Empowering assesses the extent to which leaders entrust workers with responsibility, autonomy, and influence in decision-making (Liden et al., 2015). There are no employees, including leaders who can work only and be handed out because they have to empower others to complete their allotted tasks adequately is another word for empowering (Bavik, 2020).

Helping subordinates develop and prevail, grabbing the scope to which managers encourage employees to achieve their entire potentiality and achieve in their courses (Liden et al., 2015). Managers in this management effort to identify the objectives of underlings and use them to bring about whatever targets they are. Managers serve to assist and bolster assistants to augment their jobs for career improvement and governmental positions (Megheirkouni, 2018). Putting subordinates first evaluates the degree to which commanders prioritize reaching the requirements of employees before accepting tend of their occupied desires (Liden et al., 2015). Servant leadership who serves must likewise serve with a concentrate on disciples and presented to regulatory concerns with applications of societies in diverse gives (Franco & Antunes, 2020). They are operating philosophically, which comprises being trustworthy, accurate, and presented as a representative of probity (Liden et al., 2015). This role measures that a manager must go on the right part in the appropriate condition (Megheirkouni, 2018).

2.2. DEVIANT WORKPLACE BEHAVIOR

Deviant work behavior is generally defined as voluntary or deliberate behavior that goes against organizational interests (Chang & Smithikrai, 2010). Deviant work behavior has widespread and detrimental consequences of behavior that affect the organization and its employees. Emilisa et al. (2018) have other opinions regarding deviant workplace behavior, namely the behavior of organizational members that is contrary to the values, norms, and habits of the organization that can damage or disrupt the organization and members of the organization. Deviant workplace behavior can also be said by Erkutlu & Chafra (2013)

that the emotional response to job dissatisfaction in the organization, negative responses, and resulting in less satisfied employees may be more motivated to take deviant actions than employees who are more satisfied. It can be concluded that deviant workplace behavior is employee behavior that violates the values, rules, and norms applied within the company so that it threatens and harms the company. Organizational deviation consists of actions directed against the company, such as sabotaging equipment, stealing, and wasting resources. Actions included in deviant work behavior, according to (Singh, 2020) include playing cruel pranks, bullying/swearing at coworkers, falsifying expense reports, sabotaging other people's work, and even theft. Some of the unwanted behaviors to be carried out by members of the organization or workers, according to Syaebani & Sobri (2011) such as harassment, exploitation, theft, sabotage, humiliation, manipulation, and harassment.

Deviant workplace behavior can be prompted by circumstantial considerations such as stress and changes in the workplace (Emilisa et al., 2018). Chang & Smithikrai (2010) likewise continued that employees who have specific personality traits are further likely to show deviant workplace behavior. When corporate oppression is raised, employees will reveal higher deviant workplace behavior. Another cause of deviant work behavior is primarily employees who voluntarily determine to be concerned in carrying out against organizational concerns.

2.3. HYPOTHESES FORMULATION

The servant leadership effect will be tested through *deviant workplace behavior* in workers. The more workers who think the leader implements servant leadership, the less likely they are to commit deviant workplace behavior (Paesen et al., 2019). This hypothesis assumes that members of the same team have the same direct supervisor and respondents rated the leader as having a servant leadership style by other team members. It is suspected that servant leadership's effect on deviant workplace behavior, furthermore, that each dimension in servant leadership influences deviant workplace behavior. In the servant leadership dimension, the following are the expected effects of the seven servant leadership dimensions: *Emotional healing* is a sense of leader sensitivity if there are problems and a decline in the performance of employees in the company, according to Liden et al. (2008). Emotional healing hopes to have a negative influence on deviant workplace behavior.

H1. There is a negative influence on emotional healing to deviant workplace behavior.

Creating value for the community is a form of concern for the local environment or local community from a leader expressed by Liden et al. (2008). The dimension of creating value for the community hopes to have a negative influence on deviant workplace behavior.

H2. There is a negative effect of creating value for the community on deviant workplace behavior.

Knowing the company's general duties and knowledge so that it can effectively solve problems and help and support people around or workers are the understanding of

conceptual skills, according to Liden et al., (2008). This conceptual skill dimension hopes to have a negative influence on deviant workplace behavior.

H3. There is a negative influence on conceptual skills to deviant workplace behavior.

Empowering, namely encouraging and facilitating other people, especially workers, in identifying and solving problems and giving workers freedom and trust to make decisions in tasks or jobs (Liden et al., 2008). This dimension of empowering hopes to have a negative influence on deviant workplace behavior.

H4. There is a negative influence empowering deviant workplace behavior.

Helping subordinates grow and succeed shows a genuine concern for workers' growth and career development by providing support and guidance in a job (Liden et al., 2008). This dimension of helping subordinates grow and succeed hopes to have a negative effect on deviant workplace behavior.

H5. There is a negative effect of helping subordinates grow and succeed in deviant workplace behavior.

A leader who can put his workers' best interests as the top priority over personal interests is an explanation of the putting subordinates first (Liden et al., 2008). Putting subordinates' first dimension hopes to have a negative effect on deviant workplace behavior.

H6. There is a negative effect of putting subordinate's first to deviant workplace behavior.

Behaving ethically represents interacting openly, reasonably, and honestly with others (Liden et al., 2008). The dimension of behaving ethically hopes to have a negative influence on deviant workplace behavior.

H7. There is a negative effect on behaving ethically to deviant workplace behavior.

3. METHODOLOGY/MATERIALS

The variables in this study refer to previous research conducted by Paesen et al. (2019), where all variables were measured using a five-point interval scale with alternative answers from strongly disagree to strongly agree. The variable servant leadership dimensions were measured using 28 statement items, deviant workplace behavior using 31 statement items. This research uses purposive sampling technique. The sample criteria are employees of five-star hotels in Jakarta. A total of 123 respondents were collected as a sample with a calculation of 5 times the number of indicators (Hair et al., 2019). Multiple regressions were used to analysis the data.

3.1. INSTRUMENT TEST

From table 1 and table 2 below, it can be concluded that all standardize factor loading values are more than 0.40 so that the statement items used in the study are valid. The Cronbach's Alpha data used in this study has met the reliability criteria because the value is more than 0.60. Thus, all variables can be used and continued for further processing.

Table 1. Validity Test and Reliability Test for Servant Leadership's Dimensions

Constructs and Indicators	Standardize Factor Loading	Cronbach's Alpha
Starting with my manager emotional healing		
Help me if I have personal problems	0.776	0.787
Cares about my personal well-being.	0.784	
Needs time to talk to me personally.	0.772	
Can tell / recognize when I'm down without asking me first	0.803	
Creating value for community		
Emphasizes the importance of the values given to the community / society	0.800	0.851
Always interested in helping people in our community	0.876	
Involved in community activities.	0.821	
Support me to volunteer in the community	0.830	
Conceptual skills		
Always tell if there is a problem.	0.592	0.786
Can think effectively when there are complex problems.	0.879	
Has a thorough understanding of the organization and its goals.	0.849	
Can solve work problems with new ideas or creative ideas.	0.837	
Empowering		
Gives me the responsibility to make important decisions about my job.	0.761	0.706
Encourages me to handle all important work decisions on my own.	0.866	
Gave me the freedom to handle difficult situations in the way I felt best.	0.848	
Gives me autonomy, when I have to make important decisions at work, I don't need to consult my manager first.	0.493	
Helping subordinates grow and succeed		
Makes my career development a priority.	0.875	0.889
Interested in ensuring that I achieve my career goals.	0.909	
Provides me with work experience that allows me to develop new skills.	0.820	
Wants to know about my career goals.	0.858	
Putting subordinates first		
Really care more about my success than his own success.	0.839	0.869
Places my best interests before his own.	0.900	
Sacrifices her own interests to meet my needs.	0.837	
Does what he can to make my job easier.	0.814	
Behaving ethically		
Has a high ethical standard.	0.720	0.805
Always honest.	0.845	
Will not sacrifice ethical principles to achieve success.	0.783	
Has values honesty more than profit.	0.832	

Source: Results of data processing (SPSS)

Table 2. Validity Test and Reliability Test for Deviant Workplace Behavior

Constructs and Indicators	Standardize Factor Loading	Cronbach's Alpha
Deviant Workplace Behavior		
Work not efficiently and effectively.	0.580	
I am creating false sick reports.	0.406	
Arrive late or leave early for no apparent reason.	0.675	
Work fewer hours than are paid.	0.609	
Waste of company gear.	0.427	
Work at a slow tempo.	0.792	
Only do interesting jobs and leave other (less attractive) jobs to other people.	0.550	
Late lunch or break (coffee break) without permission.	0.718	
Focusing too much on easy job solutions, leading to poor quality results.	0.514	
Make a rash / reckless decision.	0.707	
Take company property with a value less than IDR 100,000.	0.462	
Take company property with a value between IDR 100,000 - Rp. 400,000).	0.857	
Take company property with a value of more than IDR 400,000.	0.838	
Receive personal gifts from colleagues, clients and/or external people with a value of less than IDR 100,000.	0.750	
Receive personal gifts from colleagues, clients and/or external people with a value ranging from IDR 100,000 - IDR 400,000.	0.920	
Receive personal gifts from colleagues, clients and/or external people with a value above IDR 400,000.	0.830	0.869
Receive payment for work outside the main job responsibilities.	0.617	
I am selling confidential information to outsiders.	0.808	
I am misusing confidential information.	0.793	
I am reversing facts / manipulating a document.	0.535	
Hiding unethical concerns to protect the image of the organization.	0.599	
Support friends, family, or parties outside the company.	0.645	
I am not reporting illegal behavior from coworkers.	0.438	
Bullying my own coworkers.	0.764	
Treating coworkers with disrespect.	0.780	
Discriminates co-workers (e.g based on gender, race or sexual orientation).	0.662	
Making racist statements.	0.709	
Gossip about coworkers.	0.493	
Strictly follow the rules when you encounter unfair behavior with your own coworkers.	0.752	
Follow illegal orders from your boss.	0.651	
Follow the rules regularly even though it's unethical.	0.682	

Source: Results of data processing (SPSS)

Based on table 3, it can be seen that most of the respondents were male (57.3%), the majority of them were 17-26 years old with a length of work > 5 years and the last education was S1.

Table 3. Respondent Characteristics

Demographics	Frequency	Percentage
Gender:		
Men	122	57.300%
Woman	91	42.700%
Age:		
17-26 Years	107	50.200%
27-36 Years	75	35.200%
> 36 Years	31	14.600%
Length of work:		
<1 year	38	17.800%
1 year	20	9.400%
2-4 Years	81	38.00%
5 years	20	9.400%
> 5 Years	54	25.400%
Education:		
High School equivalent	61	28.600%
D3	26	12.200%
S1	118	55.400%
S2	8	3.800%

Source: Results of data processing (SPSS)

4. RESULTS AND FINDINGS

Based on the results of hypotheses testing from table 4, it can be seen that the value for testing the effect of emotional healing on deviant workplace behavior obtained a significant value of $0.015 < 0.05$ with a β value of -0.366 . So it can be concluded that there is a significant negative effect of emotional healing on deviant workplace behavior. This study is supported by the previous studies from Paesen et al., (2019).

Table 4. Hypotheses Testing Results

Hypotheses	β	p-value (<0.05)	Conclusion
H1: There is a negative effect of Emotional Healing on Deviant Workplace Behavior	-0.366	0.015	Supported
H2: There is a negative effect of Creating Value for Community on Deviant Workplace Behavior	-0.413	0.021	Supported
H3: There is a negative influence of Conceptual Skills on Deviant Workplace Behavior	0.497	0.003	Supported
H4: There is a negative influence of Empowering on Deviant Workplace Behavior	-0.972	0.000	Supported
H5: There is a negative effect of Helping Subordinates Grow and Succeed on Deviant Workplace Behavior	-0.465	0.001	Supported
H6: There is a negative effect of Putting Subordinates First on Deviant Workplace Behavior	-1.393	0.000	Supported
H7: There is a negative influence of Behaving Ethically on Deviant Workplace Behavior	-1.003	0.000	Supported

Source: Results of data processing (SPSS)

Employees do not talk about personal problems at work to not interfere with the work environment. Managers also care about employee welfare, so managers are willing to take the time to listen to employee complaints. Managers position themselves like employees

so that managers have many perspectives about employees to put their position on the same level as employees and are easier to empathize with and understand employees' thoughts, thereby reducing employees' intention to take deviant actions.

From the resulting hypothesis 2, the value for testing the negative effect of creating value for community on deviant workplace behavior obtained a significant value of $0.021 < 0.05$ with a β value of -0.413 . It means managers are closer to their social environment in order to help the surrounding environment. Managers must be able to see all components that can improve employee performance. Managers must integrate those around the company, both employees and the workers' environment (community) associated with the company or social environment, involving all components around the company. One of the ways to synergize employees with the surrounding environment is through the company's existing CSR program. In addition to involving employees and the surrounding social environment, this will reduce deviant behavior among employees because employees are directly involved with existing CSR programs. The results of this study are supported by the results of previous studies conducted by Paesen et al., (2019), and Aryati et al., (2018).

Next hypothesis the value for testing the effect of conceptual skills on deviant workplace behavior obtained a significant value of $0.0035 < 0.05$ with a β value of -0.497 . Managers can solve existing problems and provide new ideas for every job. Managers are also more focused because they understand the company's aims and objectives, thereby reducing the opportunity for employees to deviate. Managers must know the company's vision and mission describe the vision and mission in operational form to employees such as their behavior, goals, actions taken in each department, describe big things in detail so that employees don't lose their way. Managers must be clear in describing the concept and vision and mission of the company to all employees. By understanding the intent of the company and conveying it in the simplest and best way, employees will also find it easier to fulfill the concept and vision and mission of the company. This result is the same as the previous research from Yasir & Rasli (2018).

For hypothesis 4, the value for testing the effect of empowering on deviant workplace behavior obtained a significant value of $0.000 < 0.05$ with a β value of -0.972 . This hypothesis has the same research results from previous research held by Paesen et al., (2019) and Yasir & Rasli (2018). Managers know the company's goals and it is impossible to work alone to achieve the goals. In addition to a manager having a team, a manager must have confidence in employees, because they believe they will be able to delegate more work to employees so that employees are motivated and enthusiastic in completing work and do not want to destroy the trust and opportunities that have been given. If the quality of employees is better, the greater the trust and duties given, the employee's intention to take deviant actions will be less. By giving delegations of tasks from managers to employees, it will spark enthusiasm for work and employees will feel that they are always involved in every job decision.

Based on the results of hypothesis testing, the value for testing the effect of helping subordinates grow and succeed on deviant workplace behavior obtained a significant value of $0.001 < 0.05$ with a β value of -0.465 . Managers encourage each employee to learn

new things or new skills to improve their quality, so there is very little potential for employees to take deviant actions. Managers must know every potential that exists in employees and know the company's programs to improve employee performance so that managers bridge between the company and employees for performance improvement. Combining employees' ability with the facilities provided by the company will reduce the employee's intention to take deviant actions (Paesen et al., 2019).

Managers can place the interests of employees above the personal interests of managers. Managers try to help facilitate employee work so that employees are very helpful. The form of facilities that can be provided by managers can be in the form of moral support and increased skills from employees. Managers must have the perspective that employees are assets. Human resources are assets and work partners, so managers must be able to maintain, manage assets and partners for the company's progress. This results in a small potential for employee irregularities so that the employee's intention to take deviant action is reduced.

The last hypothesis can be concluded that the manager has sufficient ethical standards so that all employees can follow. Besides, managers have a high degree of honesty in every decision-making, making there are no gaps in work. Managers must know that they are the center or center of intention of the company, so managers must provide examples and directions in doing what must be done in the company. Managers know that managers are role models of the company structure to bring the company in the desired direction so that the employee's intention to take deviant action is reduced. This hypothesis is supported by research from Yasir & Rasli (2018) and Aryati et al., (2018).

5. CONCLUSIONS, IMPLICATIONS, LIMITATIONS AND SUGGESTIONS

Based on the results of the evaluation and review heretofore illustrated, the results that can be taken are the dimensions of servant leadership: emotional healing, creating value for community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically having a significant negative effect on deviant workplace behavior employee's at five-star hotels in Jakarta. The increasing application of the servant leadership dimension will reduce employees' intention to take deviant actions.

The suggestion that can be given is that managers should provide boundaries between managers and employees to remain professional, know the limits of when they are working, and are not working. Being a good manager must understand the career goals of an employee. This can be done by encouraging employees to continue to grow and develop, such as providing training and new experiences in terms of expertise to improve self-quality to reduce employees' intention to take deviant actions.

This study was only conducted on one research object and only used the servant leadership dimension variable to affect deviant workplace behavior. Future research is expected to add other variables that affect deviant workplace behavior such as social learning, social exchange and normative commitment (Paesen et al., 2019).

Reference:

- Aryati, A. S., Sudiro, A., Hadiwidjaja, D., & Noermijati, N. (2018). The influence of ethical leadership to deviant workplace behavior mediated by ethical climate and organizational commitment. *International Journal of Law and Management*, 60(2), 233-249. <https://doi.org/10.1108/IJLMA-03-2017-0053>
- Bavik, A. (2020). A systematic review of the servant leadership literature in management and hospitality. *International Journal of Contemporary Hospitality Management*, 32(1), 347-382. <https://doi.org/10.1108/IJCHM-10-2018-0788>
- Chang, K., & Smithikrai, C. (2010). Counterproductive behavior at work: An investigation into reduction strategies. *International Journal of Human Resource Management*, 21(8), 1272-1288. <https://doi.org/10.1080/09585192.2010.483852>
- Chan, S. C. H., & Mak, W. ming. (2014). The impact of servant leadership and subordinates' organizational tenure on trust in leaders and attitudes. *Personnel Review*, 43(2), 272-287. <https://doi.org/10.1108/PR-08-2011-0125>
- Choudhary, A. I., Akhtar, S. A., & Zaheer, A. (2013). Impact of Transformational and Servant Leadership on Organizational Performance: A Comparative Analysis. *Journal of Business Ethics*, 116, 433-440. <https://doi.org/10.1007/s10551-012-1470-8>
- Emilisa, N., Putra, D. P., & Yudhaputri, E. A. (2018). Perceived External Prestige, Deviant Workplace Behavior and Job Satisfaction of Automotive Industry Employees in Jakarta. *Journal of Service Management and Marketing*, 11(2), 247-262. <https://doi.org/10.25105/jmpj.v11i2.2959>
- Erkutlu, H., & Chafra, J. (2013). Effects of trust and psychological contract violation on authentic leadership and organizational deviance. *Management Research Review*, 36(9), 828-848. <https://doi.org/10.1108/MRR-06-2012-0136>
- Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant Leadership: A systematic review and call for future research. *Leadership Quarterly*, 30(1), 111-132. <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Franco, M., & Antunes, A. (2020). Understanding servant leadership dimensions: Theoretical and empirical extensions in the Portuguese context. *Nankai Business Review International*, 11(3), 345-369. <https://doi.org/10.1108/NBRI-08-2019-0038>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis: Multivariate Data Analysis: Why multivariate data analysis?*, Cengage Learning EMEA, Andover. Hampshire United Kingdom
- Han, Y., Kakabadse, N. K., & Kakabadse, A. (2010). Servant leadership in the People's Republic of China: A case study of the public sector. *Journal of Management Development*, 29(3), 265-281. <https://doi.org/10.1108/02621711011025786>
- Lapointe, É., & Vandenberghe, C. (2018). Examination of the Relationships Between Servant Leadership, Organizational Commitment, and Voice and Antisocial Behaviors. *Journal of Business Ethics*, 148, 99-115. <https://doi.org/10.1007/s10551-015-3002-9>

- Latif, K. F., & Marimon, F. (2019). Development and validation of servant leadership scale in Spanish higher education. *Leadership and Organization Development Journal*, 40(4), 499-519. <https://doi.org/10.1108/LODJ-01-2019-0041>
- Liden, R. C., Wayne, S. J., Meuser, J. D., Hu, J., Wu, J., & Liao, C. (2015). Servantleadership: Validation of a short form of the SL-28. *The Leadership Quarterly*, 26(2), 254-269. <https://doi.org/10.1016/j.leaqua.2014.12.002>
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161-177. <https://doi.org/10.1016/j.leaqua.2008.01.006>
- Megheirkouni, M. (2018). Insights on practicing of servant leadership in the events sector. *Sport, Business and Management: Sport, Business and Management*, 8(2), 134-152. <https://doi.org/10.1108/SBM-01-2017-0001>
- Paesen, H., Wouters, K., & Maesschalck, J. (2019). Servant leaders, ethical followers? The effect of servant leadership on employee deviance. *Leadership & Organization Development Journal*, 40(5), 624-646. <https://doi.org/10.1108/lodj-01-2019-0013>
- Singh, R. (2020). Organizational embeddedness as a moderator on the organizational support, trust and workplace deviance relationships. *Evidence-Based HRM*, 8(1), 1-17. <https://doi.org/10.1108/EBHRM-03-2019-0025>
- Syaebani, M. I., & Sobri, R. R. (2011). Relationship between Organizational Justice Perception and Engagement in Deviant Workplace Behavior. *The South East Asian Journal of Management*, 5(1), 37-50. <https://doi.org/10.21002/seam.v5i1.1795>
- van Dierendonck, D., & Nuijten, I. (2011). The Servant Leadership Survey: Development and Validation of a Multidimensional Measure. *Journal of Business and Psychology*, 26(3), 249-267. <https://doi.org/10.1007/s10869-010-9194-1>
- Yasir, M., & Rasli, A. (2018). Direct and indirect effects of ethical leadership on workplace deviance in public healthcare sector of Pakistan. *Journal of Advances in Management Research*, 15(4), 558-574. <https://doi.org/10.1108/JAMR-11-2017-0109>