

## The Effect Of Servant Leadership And Distributive Justice On Continuance Commitment

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**Abstract.** Commitment becomes a means for organizations to improve organizational performance. Through the support of leaders who use the servant leadership leadership style and the existence of distributive justice in the organization, employee performance will increase. This study aims to analyze: 1) the influence of servant leadership on continuance commitment; 2) the effect of distributive justice on the continuance commitment of Sentana Group employees. This research includes using quantitative research with a cross-sectional approach. The respondents of this study were 58 employees of the Sentana Group. Data on servant leadership, distributive justice, and continuance commitment were obtained using a survey technique using a questionnaire instrument that was validated by experts and reliable based on the results of the trial. The analysis used in this research is descriptive statistical analysis and regression analysis. The results showed that there were: 1) positive and significant influence of servant leadership on continuance commitment; 2) positive and significant influence of distributive justice on continuance commitment. In addition, it is also concluded that servant leadership has a greater influence on continuance commitment than distributive justice.

**Keywords:** Continuance Commitment, Distributive Justice, Servant Leadership

### INTRODUCTION

The COVID-19 pandemic that has hit the world has had an impact on employee commitment to work. Companies are forced to take policies related to salaries and promotions. This policy was also carried out to maintain the viability of the company due to the impact of the COVID-19 pandemic. On the other hand, employees object to the reduction in salaries. Commitment is important for most companies because commitment at work influences employee behavior (Meyer et al., 2002).

Sentana Group is a company engaged in hotel and restaurant sector. Sentana Group has 2 hotels and 1 restaurant, to run a business in this era of the COVID-19 pandemic, leadership and justice are needed to maintain employee commitment to stay and feel comfortable working at Sentana Group. The challenge for the hotel business is even more severe due to the social restrictions that make hotel occupancy only 60%. Of course this makes the hotel suffer losses.

Based on preliminary interviews, it is known that not all employees want to survive and work until retirement at Sentana Group. This is inseparable from the Sentana Group

management policy in the era of the COVID-19 pandemic which cut employee salaries, and eliminating promotions. The impact of the policies implemented by the management of the Sentana Group is the decline in employee performance and demotivation.

Every employee is expected to have a high commitment to the Sentana Group. However, in reality, employee commitment changes along with the policies taken by management (Marrucci et al., 2024). Based on the problems that occur, the problems that occur are included in the continuance commitment. If the continuance commitment is high, it will make employees have a sense of responsibility, commitment, desire to contribute and a high sense of belonging to the work. To improve the effectiveness and performance of the organization as a whole (Liu et al., 2023).

Justice is the perception of each individual in an organization. These perceptions will differ from one another. Based on the results of interviews with several respondents, it can be concluded that there are differences of opinion regarding the distributive justice received by Sentana Group employees. Moreover, the COVID-19 pandemic has also reduced employee income due to salary cuts caused by large-scale social restrictions as an anticipatory measure by the government to stop the transmission of the COVID-19 virus. However, on the other hand, the workload for employees has become heavier and salary increases have been canceled for the next year because Sentana Group's income has decreased significantly due to the COVID-19 pandemic. According to (Niehoff & Moorman, 1993) several indicators determine distributive justice, including: work schedule, salary level, workload, rewards and job responsibilities. Based on the problems that occur, research is needed that can show the level of perception of distributive justice in the Sentana Group

Leaders are a key factor for organizations in achieving success. So leaders have an important role in the organization. (Soeari et al., 2022) states that leadership is the achievement of organizational goals, leaders not only work effectively but also become innovators and thinkers with the resources they have. Based on interviews with several respondents, it is known that there are differences of opinion regarding the leadership of the Sentana Group. Several respondents said that the leadership of the Sentana Group was considered to be lacking in providing direction to their subordinates. For example, when making strategic decisions, managers are often difficult to contact even though decisions must be made immediately. This certainly affects subordinates who feel they don't get enough attention in carrying out their duties so often the wrong decisions are taken due to a lack of attention and direction from the manager.

This study aims to analyze the effect of servant leadership and distributive justice on continuance commitment. The contribution of this research is expected to provide insight and become a consideration for Sentana Group in making policies related to servant leadership, and distributive justice which has an impact on continuance commitment.

## **LITERATURE REVIEW**

Continuance commitment related to the awareness of employees or members of the organization if leaving the organization will experience losses. Organization members who have a high continuance commitment will continue to be members of the organization because they realize they have a need to become members of the organization (Mercurio et al., 2002).

Continuance commitment describes a situation in which employees continue to work for the organization because they feel they cannot bear the costs of leaving the organization. The large cost of leaving the organization makes employees committed to the current organization (Guzeller & Celiker, 2020). Employees will also lose investments arising from their current job such as positions, friends and knowledge. Another reason is that an employee who has worked for many years for a particular organization will lose his privileges if he leaves the job. These privileges will not necessarily get him in a new workplace (Cangialosi et al., 2020).

Servant leadership is a leadership style that focuses on common interests rather than personal interests (Wu et al., 2021). Great leaders are leaders who act as stewards and make the needs of others, including employees, customers, and communities, their priority (C. Ng'etich & E. Mang'unyi, 2023). Because the focus of servant leadership is on serving others, leaders who use the servant leadership style are less likely to engage in self-serving. Applying servant leadership to organizational culture requires not only words but also actions.

The servant leadership model is important to observe because the success of a company cannot be separated from the leadership model applied by its leaders. This will have a short-term and long-term impact on the company. The short-term impact for the company is counterproductivity and decreased employee satisfaction which results in many employees leaving, while the long-term impact for the company is the difficulty of finding replacements for employees who leave and decreasing continuance commitment of organizational members (Galanaki, 2020; Szostek et al., 2023)

Distributive justice is justice that leads to an exchange process so that the results between individuals get an equal feeling. The context of this distributive justice is more about rewards for employees, salary bonuses, promotions, recognition and rewards (Ibrahim et al., 2022). Distributive justice is justice that is most often judged on the basis of fairness of results,

which states that employees should receive a salary that is commensurate with their income and expenses relative to other comparisons (Ghaderi et al., 2023; Orajaka, 2021)

Distributive justice will lead to job satisfaction for employees. With the same job, the same salary between two people in the same organization, job satisfaction is achieved. Distributive justice is not only about giving, but also includes distribution, distribution, placement, and exchange (Febrian et al., 2023; Ghaderi et al., 2023). Distributive justice is a fairness of resources and rewards in the form of rewards, reflecting the justice one feels about how resources and rewards are distributed and allocated (Hu & Han, 2021)

## **METHOD**

An employee's commitment will grow if he has a leader who cares about him. So that a leader will provide the right solution to the problems that occur in the organization. In addition to providing solutions, a leader who uses a servant leadership style will pay attention to awards, salaries, and promotions. Thus servant leadership will increase the costs that will be incurred if an employee leaves the organization.

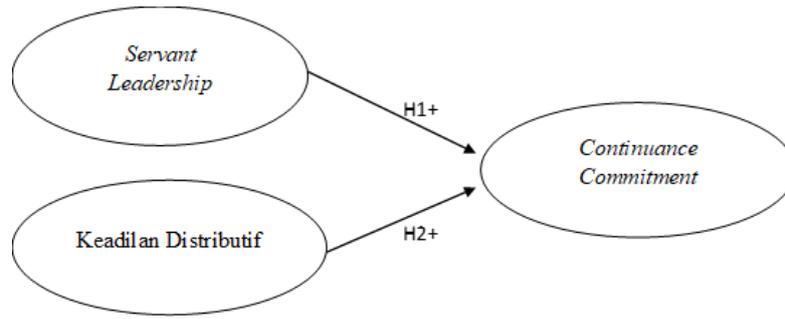
In this COVID-19 pandemic situation, a leader's policy is needed to run the company and understand the situation of its employees. Therefore, the leader of Sentana Group is required to listen to all suggestions and input given by employees. one of the policies implemented is WFH for several parts of the company. The WFH policy makes employees feel cared for and comfortable because it reduces the intensity of meetings with several people and reduces the level of employee density in the office. This will improve work performance and productivity. This proves that servant leadership has a significant influence on continuance commitment (Galanaki, 2020; Wu et al., 2021)

One of the factors to increase the commitment of an employee is to uphold justice in the organization, especially distributive justice. That is justice related to the distribution of results received. If an employee's perception of organizational justice is positive, then it will increase his commitment to the organization.

H1: Servant leadership has a positive effect on Continuance Commitment.

H2: Distributive justice has a positive effect on Continuance commitment.

The research model can be explained in Figure 1.



**Figure 1. Research Model**

This study uses a quantitative approach with a survey method. The survey was conducted through direct distribution of questionnaires using the self-administrated survey method. The time dimension in this study uses cross-sectional and the type of data used is primary data. Data were collected using a questionnaire that had been tested for content validity in advance by 2 experts or expert judgment with the Aiken V formula (Aiken, 1985) using a Likert 5 scale (1-2-3-4-5) (Mardapi, 2017; Nurrahman et al., 2023). The distribution of questionnaires was carried out by researchers on February 24, 2021 - March 22, 2021 and managed to get 58 respondents.

The valid instrument is then used to test how the influence of servant leadership and distributive justice on continuance commitment. The data that has been collected will then be analyzed using SEM PLS path analysis with SmartPLS 3.0 which will display the results of construct validity in the form of confirmatory factor analysis, reliability, and hypothesis testing.

### **Result and Discussion**

The research instrument has been tested for content validity by experts. The content validity test is carried out to ensure that the instrument to be used is reliable or valid according to experts (Andrian et al., 2018; Nurrahman et al., 2022). The results of the Aiken V calculation are shown in Table 1.

**Table 1. Result Validity the Aiken V**

No	V-value	Criteria	No	V-value	Criteria
X1.1	0.94	Valid	X1.22	0.88	Valid
X1.2	0.94	Valid	X1.23	0.94	Valid
X1.3	0.94	Valid	X2.1	0.81	Valid
X1.4	0.88	Valid	X2.2	0.81	Valid
X1.5	0.94	Valid	X2.3	0.94	Valid
X1.6	1.00	Valid	X2.4	1.00	Valid
X1.7	0.88	Valid	X2.5	0.94	Valid
X1.8	0.94	Valid	X2.6	0.81	Valid
X1.9	0.94	Valid	X2.7	0.94	Valid
X1.10	0.81	Valid	X2.8	0.94	Valid
X1.11	0.94	Valid	X2.9	1.00	Valid
X1.12	1.00	Valid	X2.10	0.88	Valid
X1.13	0.88	Valid	X2.11	0.94	Valid
X1.14	0.94	Valid	Y1	0.94	Valid
X1.15	0.94	Valid	Y2	0.88	Valid
X1.16	0.81	Valid	Y3	0.94	Valid
X1.17	0.94	Valid	Y4	0.81	Valid
X1.18	1.00	Valid	Y5	0.94	Valid
X1.19	0.88	Valid	Y6	0.94	Valid
X1.20	0.94	Valid	Y7	0.94	Valid
X1.21	0.94	Valid	Y8	0.94	Valid

Based on Table 1, it is known that the instrument has a V-value between 0.81 - 1.00 which means it is valid and can be used for data collection because it is more than  $> 0.6$  (Retnawati, 2016). Furthermore, based on the results of the analysis using PLS presented in Table 2, it is known that the discriminant validity value is greater than  $> 0.6$ , which means that the instrument of each variable is valid.

**Tabel 2. Discriminant Validity**

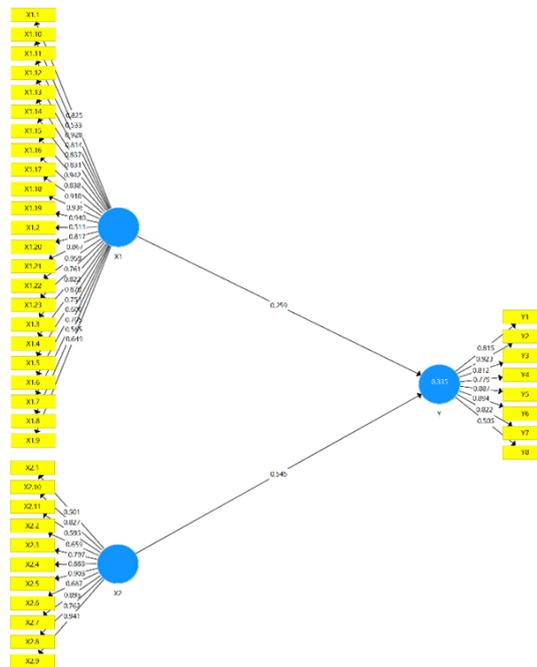
Fornell-Larcker Criterion	1	2	3
1. <i>Servant Leadership</i> (X1)	<b>0.803</b>		
2. Keadilan Distributif (X2)	0.539	<b>0.780</b>	
3. <i>Continuance Commitment</i> (Y)	0.352	0.577	<b>0.814</b>

Confirmatory factor analysis was used to evaluate the validity and reliability of the constructs formed. Criteria for reliability and validity assessment of construct using PLS algorithm where the Cronbach Alpha Coefficient and Composite Reliability Coefficient values are more than  $> 0.6$ , and Average Variance Extacted convergent validity is more than  $> 0.5$  (Hair et al., 2010; Retnawati, 2016). The results of construct reliability and validity are shown in Table 3.

**Table 3. Result Construct Reliability and Validity**

Constructs	Cronbach Alpha	Composite Reliability	Average Variance
1. Servant Leadership (X1)	0.975	0.976	0.645
2. Distributive Justice (X2)	0.934	0.980	0.608
3. Continuance Commitment (Y)	0.923	0.539	0.662

The result of the PLS-SEM structural model testing are show in Figure 2. Figure 2 explains how the influence of Servant Leadership (X1) and Distributive Justice (X2) variables with each instrument item that forms it affects Continuance Commitment (Y) which is also formed from the instrument items. Furthermore, in more detail about the structural model and interactive effect results are presented in Figure 2 dan Table 4.



**Figure 2. Structural Model Testing**

**Tabel 4.0 Structural Model and Interactive Effect Results**

Hypotheses	Beta ( $\beta$ )	T Statistics	P Value	Result
1. X1 -> Y	0.259	2.276	0.001	Significant influence
2. X2 -> Y	0.545	4.209	0.000	Significant influence

This study uses regression analysis to test hypothesis 1 and hypothesis 2. Linear regression analysis is used to estimate how far linear relationships between variables (Huang, 2022). This is done to test the alleged influence of servant leadership and distributive justice on continuance commitment.

Table 4.0 shows the results of hypothesis testing as follows:

1. Servant leadership has a positive effect on continuance commitment ( $\beta = 0.259$ ;  $p < 0.05$ ). These results prove that hypothesis 1 is accepted so that the servant leadership variable has a significant positive relationship and proves that the direct influence of servant leadership on continuity commitment is acceptable.
2. Continuance commitment ( $\beta = 0.545$ ;  $p < 0.05$ ). These results prove that hypothesis 2 is accepted so that the distributive justice variable has a significant positive relationship with continuance commitment. It can be concluded that there is an effect of distributive justice on continuance commitment.
3. Servant leadership and distributive justice together affect continuance commitment. These results prove that hypothesis 3 is accepted, namely, servant leadership and distributive justice together have a positive effect on continuance commitment.

The results of hypothesis 1 show that there is a direct and positive influence of servant leadership on the continuance commitment of Sentana Group employees. The implementation of servant leadership is one of the main factors that can increase commitment, especially continuance commitment. The nature of servant leadership that prioritizes the interests of employees, is process and work-oriented is needed to increase continuance commitment (Sinaga et al., 2018). Thus, servant leadership leadership behavior makes employees think again about leaving the organization because employees feel they get positive attention from their superiors. One of the goals of servant leadership is to encourage employees with specific skills to stay and serve the organization. As a result, organizations can save on recruitment, training, and staff development costs when recruiting new employees. Findings like this show similarities in results with research conducted by (Brown & Bryant, 2015), which states that servant leadership is one of the main factors that can increase commitment, especially continuance commitment. Servant leadership traits that prioritize employee interests are process and work-oriented are needed to increase continuance commitment.

The results of hypothesis 2 indicate that distributive justice has a significant positive effect on the continuance commitment of Sentana Group employees. One way to increase the commitment of Sentana Group employees is to strengthen organizational justice, particularly distributive justice. Employees who feel fairness in the workplace will be more committed to staying in the organization. Distributive justice is based on evaluations of fairness, either within groups or individuals in the form of rewards. In this case, distributive justice can be exemplified in the form of promotions, salaries, recognition, and bonuses. Tested hypothesis 2, namely

distributive justice has a positive effect on continuance commitment, as evidenced by the implementation of a reward system regularly by management. Sentana Group is also never late in giving employee rights, giving bonuses to employees if the company's targets are met, and applying promotions or promotions regularly. Pandemic COVID-19 period has forced Sentana Group to reduce the amount of salary given to its employees, but Sentana Group has not laid off its employees. This finding has similarities with research conducted by (Yavuz, 2010) where there is an influence between the variables of distributive justice and continuance commitment. One way to increase employee commitment is by strengthening organizational justice, especially distributive justice. Employees who feel justice in the workplace will be more committed to remaining in the organization. Distributive justice is based on evaluations of fairness, both within groups and individuals in the form of rewards.

## CONCLUSION

Based on the results of the study, it can be concluded that 1) Servant leadership has a positive and significant effect on the continuance commitment of Sentana Group employees. 2) Distributive justice has a positive and significant effect on the continuance commitment of Sentana Group employees.

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