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Servant Leadership, Career Management, and Work Discipline as Predictors of Organizational Loyalty at Madiun Police

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Abstract

Purpose: This study examines the direct effects of servant leadership, career management, and work discipline on organizational loyalty among police personnel at Madiun Police, East Java, responding to the managerial need to strengthen loyalty in a disciplined public security institution.

Research Methodology: A quantitative explanatory survey was conducted with saturated sampling involving all 35 police personnel of the unit. Data were collected with a five point Likert scale questionnaire and analyzed with Partial Least Squares Structural Equation Modeling (PLS SEM) in SmartPLS 4.0.

Results: The measurement model showed adequate convergent validity and reliability, with Average Variance Extracted (AVE) values from .696 to .888 and composite reliability values from .809 to .961. The structural model explained 38.4% of the variance in organizational loyalty. Servant leadership (β=.359, p=.028), career management (β=.354, p=.027), and work discipline (β=.406, p=.014) all had positive and significant effects, with work discipline showing the strongest effect.

Conclusions: Loyalty in a police organization is not merely a product of formal obligation. It grows when leadership is service oriented, career opportunities are perceived as fair and developmental, and discipline is applied consistently.

Limitations: The study covers one police unit with a small sample and relies on cross sectional self reported data.

Contributions: The study contributes to public sector Human Resource Management (HRM) by showing the combined importance of relational leadership, career governance, and disciplined organizational systems in shaping personnel loyalty.

Keywords: *Career Management, Organizational Loyalty, Police Personnel, Servant Leadership, Work Discipline*

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1. Introduction

Police organizations are public institutions whose effectiveness depends on disciplined personnel, credible leadership, and strong attachment to organizational goals. Unlike ordinary administrative organizations, police units operate under formal hierarchy, legal accountability, command responsiveness, and public expectations for reliability. In this context, organizational loyalty becomes an important managerial asset, because personnel are expected not only to comply with

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regulations but also to show responsibility, consistency, and willingness to protect institutional integrity.

Public sector organizations around the world are under pressure to retain capable employees and keep them engaged, even though their ability to offer flexible pay or rapid promotion is often limited (Kravariti, & Johnston, 2020; Ritz, Brewer, & Neumann, 2016). Research on employee turnover and attachment shows that people stay with and work hard for organizations that treat them fairly, support their development, and give them leaders they can trust (Hom, Lee, Shaw, & Hausknecht, 2017; Rubenstein, Eberly, Lee, & Mitchell, 2018). For police institutions, these issues are especially pressing, because the quality of public safety services depends on officers who remain committed to their duties over many years and who uphold the integrity of the institution in their daily work (Trinkner, Tyler, & Goff, 2016).

This article examines how servant leadership, career management, and work discipline shape organizational loyalty among personnel of Madiun Police (*Kepolisian Resor Madiun*), East Java. The study involved 35 personnel and used a saturated sample because the population was limited and fully accessible. Loyalty is treated here as the outcome variable, because it represents the psychological and behavioral bridge between managerial practices and sustained institutional contribution. By focusing on a single police unit, the study can capture how leadership behavior, career practices, and disciplinary systems are experienced together in the daily working environment of the personnel (Meyer, & Morin, 2016; Trinkner et al., 2016).

Servant leadership is relevant to police organizations because command authority should be accompanied by care, example, and moral responsibility (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019). Career management is equally important, because personnel need to perceive that training, promotion, transfer, and development opportunities are administered fairly (Ng, Yim, Chen, & Zou, 2024). Work discipline is central, because police services require punctuality, rule compliance, task responsibility, and operational readiness (Mawadi, Mashdurohatun, & Wahyunatar, 2025). The integration of these three variables offers a more complete explanation of loyalty than an approach that looks at a single factor.

The research problem addressed in this article is whether servant leadership, career management, and work discipline significantly influence organizational loyalty at Madiun Police, East Java. Many studies of police and public sector performance treat loyalty or commitment as a given, or as an intervening variable, without examining in detail how it is produced. This study therefore contributes to public sector Human Resource Management (HRM) by testing loyalty as an organizational attitude that is shaped by leadership, career governance, and disciplined work systems.

2. Literature Review and Hypothesis/es Development

2.1 Servant Leadership

Servant leadership emphasizes serving followers, developing people, building trust, and placing organizational interests above personal authority. Greenleaf (1977) introduced servant leadership as leadership that begins with the desire to serve. Later reviews conceptualize it as a multidimensional approach involving humility, empowerment, ethical conduct, stewardship, and interpersonal acceptance (Eva et al., 2019).

Meta analytic evidence shows that servant leadership explains outcomes such as trust, commitment, engagement, and performance beyond what is explained by transformational leadership (Hoch et al., 2018; Lee et al., 2020). In the public sector, servant leaders strengthen followers' motivation to serve the public, which in turn improves job performance (Schwarz et al., 2016). Trust in the leader is one of the main mechanisms through which leadership influences follower outcomes (Legood et al., 2021), and leaders who support autonomy and growth also strengthen the quality of followers' motivation (Deci et al., 2017).

In a police organization, servant leadership does not mean the absence of command. Rather, it represents the moral and relational quality of command, in which leaders provide direction while also strengthening follower capability and dignity. Leaders who listen, coach, and set an ethical example can make formal authority feel legitimate rather than merely imposed.

2.2 Career Management

Career management refers to organizational programs that help employees develop competencies, understand career pathways, receive training, obtain fair promotion opportunities, and align personal aspirations with organizational needs. Rivai (2017) explains that career management supports individual capability development and helps employees pursue the careers they want. Contemporary career research describes careers as sustainable when they allow people to remain healthy, productive, and happy over time, which requires that organizations provide development opportunities that fit employees' changing needs (De Vos et al., 2020).

A recent meta analysis shows that employer sponsored career development practices are related to better job performance and lower turnover, because they raise perceived organizational support and organizational attachment (Ng et al., 2024). Commitment to one's occupation and organization also develops across the career span and depends on how employees evaluate their opportunities for growth (Spurk et al., 2019). In public institutions, career management is essential because perceptions of fairness and transparency in development and promotion affect trust, commitment, and the willingness to remain loyal (Mensah, 2019; Kravariti et al., 2023).

2.3 Work Discipline

Work discipline is the willingness and awareness to comply with organizational rules, working time, task standards, and responsibilities (Hasibuan, 2016). Discipline is especially important in police work, because procedural reliability, public trust, and the effectiveness of the chain of command depend on predictable personnel behavior. In the Indonesian National Police, work discipline has been shown to play a significant role in translating leadership into better personnel performance (Mawadi et al., 2025).

Discipline should not be interpreted only as sanction. When it is applied consistently, discipline clarifies expectations, reduces uncertainty, and strengthens institutional justice. Research in criminal justice organizations shows that perceptions of organizational justice, including fair procedures and consistent application of rules, are strongly related to employees' commitment and attitudes toward their organization (Wolfe & Lawson, 2020; Trinkner et al., 2016).

2.4 Organizational Loyalty

Organizational loyalty refers to the attachment and commitment of personnel to the organization, reflected in responsibility, consistency, and willingness to contribute to organizational goals. The construct overlaps with affective and normative organizational commitment, which describe the emotional and moral bonds that tie employees to their organization (Meyer & Morin, 2016). Loyal employees accept the goals of the organization, are willing to make an effort on its behalf, and wish to remain members (Al Balushi et al., 2022).

Loyalty matters because it is linked to stronger job performance and lower intention to leave (Ateeq et al., 2023; Rubenstein et al., 2018). Like other job attitudes, it reflects how employees evaluate their overall experience of the organization (Judge et al., 2017). In police organizations, however, loyalty should not be understood as blind obedience to individuals. It should instead be understood as commitment to the mission of the organization, lawful procedure, public service, and professional integrity.

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2.5 Theoretical Basis and Hypotheses

Social exchange theory explains why supportive organizational practices produce loyalty. When individuals receive support, fair treatment, and respect, they tend to reciprocate through stronger attachment, responsibility, and contribution (Cropanzano et al., 2017; Kurtessis et al., 2017). The Job Demands Resources (JDR) perspective adds that leadership, career opportunities, and fair systems act as resources that help employees cope with demanding work and remain engaged (Bakker & Demerouti, 2017).

Servant leaders show care for followers, develop their capabilities, and act as ethical role models, which builds trust and emotional attachment to the unit and the organization (Eva et al., 2019; Lee et al., 2020). Personnel who feel that their leaders are credible and protective are more likely to identify with the organization and remain committed to it. In a hierarchical institution such as the police, this kind of leadership turns formal authority into a relationship of respect, which gives personnel strong reasons to stay loyal ((Legood, van der Werff, Lee, & Den, 2021).

H_1: Servant leadership has a positive effect on organizational loyalty.

Career management signals that the organization invests in its personnel and cares about their future (Ng et al., 2024). When training, career information, and promotion are perceived as fair, personnel feel a psychological obligation to reciprocate with loyalty (Cropanzano et al., 2017; Mensah, 2019). Clear and transparent career pathways also reduce uncertainty about the future, so personnel are more willing to commit their long term careers to the organization (De & Akkermans, 2020).

H_2: Career management has a positive effect on organizational loyalty.

Fair and consistent discipline creates order and predictability and protects diligent personnel from free riding by others (Wolfe & Lawson, 2020). When rules are applied equally, personnel see the organization as just and legitimate, which strengthens their commitment to it (Trinkner et al., 2016). Discipline that is enforced without favoritism therefore becomes a sign of institutional fairness, which encourages personnel to identify with and remain loyal to the organization (Mawadi, Mashdurohatun, & Wahyunatar, 2025).

H_3: Work discipline has a positive effect on organizational loyalty.

The research framework is shown in Figure 1. The three predictors are modeled as direct antecedents of organizational loyalty. Each path represents one of the three hypotheses tested in this study.

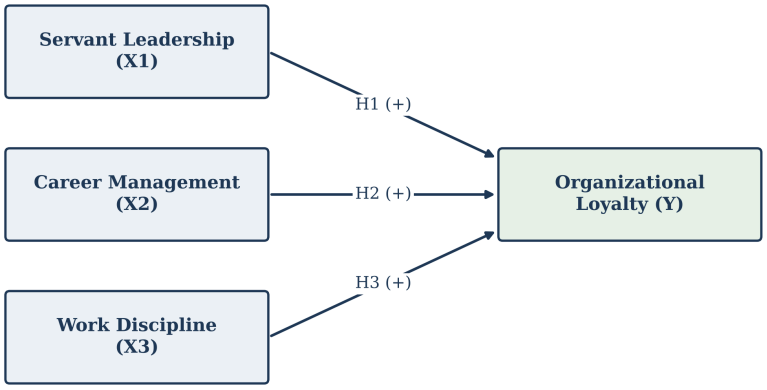


Figure 1. Research framework

Figure 1 shows the three hypothesized paths of the study. Servant leadership (X_1), career management (X_2), and work discipline (X_3) are placed on the left as exogenous variables, and organizational loyalty (Y) is placed on the right as the endogenous variable. Each arrow carries a positive sign, which means

that higher levels of servant leadership, career management, and work discipline are all expected to raise organizational loyalty. The framework reflects the social exchange and JDR logic described above, in which relational support from leaders, structural support from career systems, and fair order from discipline give personnel reasons to remain attached to the organization. The figure was prepared by the authors.

3. Research Methodology

3.1 Research Design and Sample

The study used a quantitative explanatory design. The research was conducted at Madiun Police, East Java, and the population consisted of 35 police personnel. All members of the population were included through saturated sampling, because the population was relatively small and the study aimed to represent the complete organizational unit rather than to estimate a broader population through random sampling.

A sample of 35 is small for structural equation modeling, so the analysis relied on variance based Partial Least Squares Structural Equation Modeling (PLS SEM), which can be used with small samples and with models that aim to explain variance in key outcomes (Hair et al., 2019; Kock & Hadaya, 2018). The census approach also strengthens internal representativeness for the unit studied. At the same time, the small sample means that statistical significance should be interpreted together with theoretical logic and practical plausibility.

3.2 Measurement

Primary data were collected through a structured questionnaire using a five point Likert scale. Servant leadership was measured through indicators that capture service oriented leader behavior in daily command, namely communicating the mission clearly and setting an example, inspiring personnel, encouraging them to think and discuss problems openly, and giving individual attention to their needs. Career management was measured through training, career information, and fair promotion.

Work discipline was measured through compliance with rules, effective use of time, responsibility, and attendance (Hasibuan, 2016). Organizational loyalty was measured through responsibility, consistency, and accountability in fulfilling duties. All items were answered by the personnel themselves, which is why the risk of common method variance was taken into account in interpreting the results (Kock et al., 2021).

3.3 Data Analysis

Data were analyzed with PLS SEM using SmartPLS 4.0. The assessment followed the standard sequence of evaluating convergent validity through loading factors and Average Variance Extracted (AVE), reliability through Cronbach's alpha and Composite Reliability (CR), explanatory power through R^2, and hypothesis testing through bootstrapping (Hair et al., 2022; Sarstedt et al., 2022). Because all three hypotheses state a positive direction, one tailed tests were applied, so a path was considered significant when its t statistic exceeded 1.645 and its p value was below .05. This directional approach is appropriate when the expected sign of each relationship is grounded in prior theory, as is the case for the three hypotheses of this study (Hair et al., 2019).

4. Results and Discussions

4.1 Respondent Profile

Respondents were dominated by male personnel (66%), while female personnel represented 34%. Most respondents were older than 30 years (94%), indicating a mature personnel profile. Regarding tenure, 63% had served for more than ten years, 20% for six to ten years, and 17% for one to five years, as summarized in Table 1.

Table 1. Respondent profile

Characteristic	Category	Percentage
Gender	Male	66%
	Female	34%
Age	Older than 30 years	94%
	30 years or younger	6%
Tenure	More than 10 years	63%
	6 to 10 years	20%
	1 to 5 years	17%

Table 1 shows that the respondents are mostly male, mature, and experienced. Almost all of them are older than 30 years, and nearly two thirds have served for more than ten years, while only 17% have served for five years or less. These characteristics suggest that the respondents have enough organizational experience to evaluate leadership, career management, discipline, and loyalty in a credible way. The long tenure of most personnel also means that their views of loyalty are likely to reflect accumulated experiences of leadership, promotion, and disciplinary practice over many years rather than first impressions. The data were compiled from the questionnaire responses of all 35 personnel.

4.2 Measurement Model

The measurement model showed acceptable construct quality. The AVE values for servant leadership, career management, work discipline, and organizational loyalty were .696, .888, .804, and .858, respectively. Cronbach's alpha ranged from .778 to .938, while CR ranged from .809 to .961, as presented for the four constructs of this study in Table 2.

Table 2. Convergent validity and reliability

Construct	AVE	Cronbach alpha	Composite Reliability
Servant leadership	.696	.778	.809
Career management	.888	.938	.961
Work discipline	.804	.917	.929
Organizational loyalty	.858	.917	.936

Table 2 shows that all constructs meet the commonly recommended thresholds for convergent validity and reliability (Hair et al., 2019). Every AVE value is well above .50, which means that each construct explains more than half of the variance of its indicators, with career management reaching the highest value of .888 and servant leadership the lowest value of .696. Cronbach's alpha values range from .778 for servant leadership to .938 for career management, and CR values range from .809 to .961, all above .70. Servant leadership has the lowest reliability figures of the four constructs, although they remain acceptable, while career management, work discipline, and organizational loyalty show very high internal consistency. These results indicate that the indicators measure their constructs consistently, so the structural model can be interpreted with confidence. The values were obtained from SmartPLS 4.0 output.

4.3 Structural Model and Hypothesis Testing

The structural model explained 38.4% of the variance in organizational loyalty. All three predictors had positive and significant effects on loyalty. The detailed results of the hypothesis tests are presented in Table 3.

Table 3. Results of hypothesis testing

Hypothesis	Path	*β*	*t*	*p*	Decision
H_1	Servant leadership → Organizational loyalty	.359	1.910	.028	Supported

Hypothesis	Path	*β*	*t*	*p*	Decision
H_2	Career management → Organizational loyalty	.354	1.928	.027	Supported
H_3	Work discipline → Organizational loyalty	.406	2.218	.014	Supported

Table 3 shows that servant leadership significantly influences loyalty (β=.359, t=1.910, p=.028), so H_1 is supported, since its t value exceeds the one tailed critical value of 1.645. Career management also significantly influences loyalty (β=.354, t=1.928, p=.027), so H_2 is supported. Work discipline has the strongest significant effect on loyalty (β=.406, t=2.218, p=.014), so H_3 is supported as well. The coefficients of servant leadership and career management are almost identical, while work discipline stands out as the strongest predictor, and all p values are below the .05 threshold. Together with the R^2 value of .384, these results show that the three managerial domains jointly explain more than one third of the differences in loyalty among personnel. The coefficients were estimated through bootstrapping in SmartPLS 4.0, and the p values refer to one tailed tests.

4.4 Discussion

The results show that organizational loyalty at Madiun Police is formed by a combination of relational leadership, career governance, and disciplined work systems. The R^2 value of .384 indicates moderate explanatory power for a compact organizational sample, which means that more than one third of the variance in loyalty was explained by variables that management can influence. This is important because loyalty in a police organization is often assumed to emerge automatically from formal membership, oath, or hierarchy, and the findings challenge that assumption by showing that loyalty is also shaped by day to day organizational experiences.

Servant leadership had a positive and significant effect on loyalty. This means that personnel are more likely to become loyal when leaders communicate the mission clearly, provide inspiration, create psychological comfort for discussion, and give individual attention. The result is consistent with servant leadership theory, which argues that followers respond to leader humility, service orientation, and ethical example by developing trust and attachment (Greenleaf, 1977; Eva et al., 2019; Lee et al., 2020). In police organizations, such leadership is particularly valuable, because formal authority alone may produce obedience but not necessarily loyalty.

The significant effect of servant leadership also has a cultural implication. Police institutions are usually structured around command and control, yet the result indicates that a command structure can be strengthened, not weakened, by service oriented leadership. A leader who listens, coaches, and pays attention to personnel needs can increase respect for command, because personnel interpret authority as legitimate. This supports social exchange theory, which holds that when individuals receive support and respect from leaders, they reciprocate through stronger attachment, responsibility, and contribution (Cropanzano et al., 2017; Legood et al., 2021).

Career management also significantly increased organizational loyalty. This finding suggests that personnel loyalty is connected to perceptions of career fairness and career future. When personnel receive appropriate training, access to career information, and fair promotion opportunities, they are more likely to see the organization as investing in their growth, which creates a psychological obligation to remain committed (Ng et al., 2024). Career management is therefore not merely an administrative HRM function but a mechanism for building loyalty, and in an institution with rank structures and formal promotion systems, fairness in career management becomes a core determinant of trust.

The career management finding is especially relevant to public institutions where reward flexibility may be limited. If salary structures and rank systems are regulated, the organization can still strengthen loyalty through transparent development pathways, rotation opportunities, skill upgrading, mentoring, and clear promotion criteria (De Vos et al., 2020; Kravariti et al., 2023). In the Madiun Police context, career management can reduce uncertainty and perceived stagnation, particularly for personnel who have served for many years.

Work discipline produced the strongest effect on loyalty. This may appear counterintuitive, because discipline is often associated with control, but in a police setting discipline is part of organizational identity and operational trust. Personnel may experience discipline positively when it clarifies expectations, protects fairness, and ensures that all members carry responsibilities equally. Discipline creates predictability, because officers know what standards apply, what consequences follow violations, and how their own work contributes to the reliability of the unit, and under these conditions discipline can strengthen loyalty rather than weaken it (Mawadi et al., 2025).

The relationship between discipline and loyalty should therefore be read as evidence for fair and consistent discipline, not authoritarian punishment. If discipline is selective, harsh, or politically applied, it can damage loyalty, but when it is transparent, proportional, and linked to professional standards, it reinforces the legitimacy of the organization (Wolfe & Lawson, 2020; Trinkner et al., 2016). Discipline must be accompanied by exemplary leadership and developmental support, otherwise personnel may comply in behavior but withdraw emotionally.

The similar coefficients of leadership and career management indicate that loyalty requires both relational and structural support. Leaders create trust through interpersonal behavior, while career management creates trust through systems. If leaders are supportive but career systems are opaque, loyalty may be limited, and if career systems are formal but leaders are distant or unfair, personnel may not feel emotionally attached. The results therefore support an integrated HRM perspective, in which loyalty grows when leadership behavior, career policies, and discipline systems send consistent signals of fairness, professionalism, and care.

From a JDR perspective, servant leadership, career opportunities, and fair discipline function as organizational resources (Bakker & Demerouti, 2017). Police work involves high demands, including public scrutiny, operational pressure, and strict accountability, and resources are needed to prevent these demands from turning into alienation. Leadership provides emotional and informational resources, career management provides resources oriented to the future, and discipline provides structural resources. Together, these resources enable personnel to experience loyalty as rational and meaningful.

The study also highlights the importance of tenure. Most respondents had more than ten years of service, and experienced personnel may evaluate loyalty based not only on immediate working conditions but also on accumulated experiences of leadership fairness, career movement, and disciplinary consistency (Spurk et al., 2019). This implies that loyalty interventions should not target new personnel only. Long serving personnel also require recognition, clear career development, and respectful leadership, because they carry institutional memory and can shape the loyalty climate of younger personnel.

A further implication is that building loyalty requires harmony between formal and informal leadership practices. Formal policies may declare fairness and discipline, but personnel interpret these policies through everyday encounters with supervisors. When supervisors show concern, explain decisions, and maintain consistent standards, formal HRM policies become credible, but if leadership behavior contradicts formal rules, loyalty weakens because personnel see a gap between official values and actual experience. Servant leadership should therefore be institutionalized through measurable supervisory behaviors and supported by leadership development programs, not left as the personal style of certain leaders (Lacerenza et al., 2017).

In the police context, loyalty also has an ethical dimension. Personnel loyalty should not be understood as blind obedience to individuals, but as commitment to the mission of the organization, lawful procedure, public service, and professional integrity. Excessive personal loyalty to a leader can become problematic if it undermines institutional accountability, so the findings should be translated into organizational loyalty anchored in values, rules, and public responsibility (Ritz et al., 2016). Servant leadership supports this orientation because it emphasizes stewardship and ethical service rather than dependence on the leader (Eva et al., 2019).

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Career management needs particular attention because it is often the area where perceptions of fairness are most sensitive, and the competencies that public servants develop through it shape both their performance and their attachment to the institution (Mainardes et al., 2024). Promotions, transfers, training invitations, and competency development can become symbols of recognition or exclusion, and even when formal rules exist, personnel may still judge whether opportunities are communicated openly and whether selection criteria are applied consistently. Management should therefore strengthen documentation, communication, and feedback in career decisions. Personnel who are not selected for promotion or training should receive developmental explanations so that disappointment does not turn into distrust.

The empirical strength of discipline also suggests that loyalty is closely tied to organizational order. In a disciplined institution, personnel may feel protected from free riding, because all members are expected to meet similar standards, which can enhance loyalty by reducing resentment among diligent personnel. However, discipline contributes to loyalty only when it is perceived as legitimate, and legitimacy arises from procedural fairness, proportional consequences, supervisor example, and opportunities for correction (Wolfe & Lawson, 2020). Disciplinary systems should therefore combine monitoring with mentoring.

The three predictors also represent different time horizons of loyalty. Servant leadership shapes immediate relational experiences, discipline shapes daily behavioral order, and career management shapes long term expectations. The convergence of these horizons produces stronger loyalty, because personnel experience support in the present, fairness in daily routines, and hope for the future. If one horizon is neglected, loyalty may become fragile, since strong leadership may create short term morale while weak career management may weaken long term attachment.

The study also offers insight into how small organizational units should manage human resources. In a unit with only 35 respondents, interpersonal dynamics are likely to be visible and influential, and each leadership decision, disciplinary action, or career opportunity can quickly affect group perceptions. This makes consistency particularly important, because a single decision that is perceived as unfair can have broad symbolic consequences. Managers should therefore communicate decisions carefully and maintain transparent records to prevent misinterpretation.

Theoretically, the study contributes by placing organizational loyalty as a dependent variable influenced by three managerial domains. Many performance studies treat loyalty as an intervening variable without sufficiently examining how it is produced, and this article shows that loyalty has antecedents that can be managed. In police organizations, loyalty cannot be reduced to obedience, because it is a psychological and behavioral orientation formed by leadership, fairness, development, and discipline.

Practically, Madiun Police should strengthen loyalty through three linked programs. First, supervisor development should emphasize servant leadership behaviors such as listening, coaching, individual consideration, and ethical example. Second, career management should be made more transparent through career information, training maps, promotion criteria, and mentoring, and third, discipline should be implemented consistently through clear standards, attendance monitoring, task accountability, and corrective coaching. These programs should be evaluated together, because contradictory signals can weaken loyalty.

5. Conclusions

Servant leadership, career management, and work discipline all have positive and significant effects on organizational loyalty at Madiun Police, East Java. Work discipline shows the strongest effect, followed by servant leadership and career management, and together the three variables explain 38.4% of the variance in loyalty. These findings indicate that loyalty grows when leaders serve and guide personnel, when career systems are fair, and when discipline is applied consistently, so it should be managed as a strategic outcome rather than assumed to follow from formal membership.

For Madiun Police, this means that leadership training, career development, and discipline evaluation should be integrated into annual personnel management programs. These programs need to send a consistent message that leaders care, careers can progress fairly, and rules apply to everyone. Their implementation should also be monitored through periodic feedback from personnel. This study is limited by its small sample from a single police unit, its reliance on self report questionnaires, and servant leadership indicators that partly overlap with transformational leadership. Future research should use a dedicated servant leadership scale, report discriminant validity through the Heterotrait Monotrait Ratio (HTMT), and combine survey data with objective records and longitudinal designs. Distinguishing affective, normative, and continuance loyalty would also clarify how each predictor shapes different forms of attachment.

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Author Contributions

JN and BRP contributed equally to the conceptualization of the study, the design of the questionnaire, data collection, and data analysis. Both authors were equally involved in interpreting the results and in writing, reviewing, and revising the manuscript. All authors read and approved the final manuscript.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. This research received no specific funding from any public, commercial, or nonprofit agency. The authors have no financial or personal relationships with any organization that could have inappropriately influenced the results or interpretation presented in this study.

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