

The Influence of Servant Leadership and Altruistic Leadership on Employee Loyalty with Affective Commitment as a Mediating Variable

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Abstract

This study aims to analyze the effect of Servant Leadership and Altruistic Leadership on Employee Loyalty with Affective Commitment as a mediating variable. This research employs a quantitative approach using a survey method involving 205 employees with more than one year of tenure, selected through stratified random sampling. Data were collected through structured questionnaires using a five-point Likert scale and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares with SmartPLS 4.0. The results indicate that Servant Leadership and Altruistic Leadership have a positive and significant effect on Employee Loyalty. Both leadership styles also have a positive and significant effect on Affective Commitment. Affective Commitment is proven to have a positive effect on Employee Loyalty and acts as a partial mediator in the relationship between Servant Leadership and Employee Loyalty, as well as between Altruistic Leadership and Employee Loyalty. The R-Square value of 0.642 indicates that the model has moderate to strong explanatory power in explaining variations in Employee Loyalty. Given the results, managers should adopt servant and altruistic leadership approaches to foster employees' emotional attachment and enhance loyalty. Managers are also advised to develop leadership strategies that emphasize genuine care and service-oriented behavior to sustain long-term employee commitment. This study contributes to the existing literature by integrating Servant Leadership and Altruistic Leadership with Affective Commitment as a mediating variable in explaining Employee Loyalty, providing a more comprehensive understanding of leadership dynamics in organizational behavior.

Keywords

Affective Commitment; Altruistic Leadership; Employee Loyalty; Servant Leadership

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1. INTRODUCTION

The sugar agroindustry in Indonesia faces substantial challenges in managing human resources, particularly in maintaining employee loyalty. Business transformation, global competition, and increasing employee expectations regarding welfare and career development require organizations to



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adopt more adaptive leadership and management strategies. The seasonal nature of the sugar industry further influences employee loyalty dynamics. During milling periods, work intensity and workload increase significantly, while operational activities decline during off-season periods. This fluctuating condition may create physical and psychological fatigue if not balanced with effective leadership support. In addition, hierarchical organizational structures and one-way communication patterns may reduce employee participation in decision-making processes and weaken their emotional attachment to the organization.

Although financial compensation is relatively considered, non-financial factors such as emotional support, recognition, appreciation, and career development opportunities are often not optimally implemented. These factors play an important role in building emotional attachment and a sense of belonging among employees. Therefore, leadership approaches that emphasize empowerment and employee well-being are required to enhance sustainable employee loyalty and support long-term organizational performance.

Servant leadership and altruistic leadership offer alternative leadership approaches to address these challenges. Servant leadership prioritizes serving employees, where leaders are committed to understanding employees' needs, supporting their growth, and empowering followers (Diputra & Suwandana, 2022). Altruistic leadership, on the other hand, emphasizes leaders' intrinsic motivation to prioritize collective welfare through self-sacrifice and genuine concern (Kanungo & Mendonca, 1996). These leadership styles have the potential to create a supportive and humanistic organizational climate that strengthens employees' emotional commitment to the organization.

Previous studies support the importance of these leadership approaches. (Fauzan 2024), in a study involving 200 employees across Indonesian companies, found that servant leadership significantly influences employee loyalty through mechanisms of support, empathy, and trust. Similarly, (Handayani et al. 2022), in their study of 212 respondents in a stone milling company, found that altruistic organizational citizenship behavior positively affects employee performance and engagement. However, the psychological mechanism explaining how servant leadership and altruistic leadership translate into employee loyalty remains insufficiently understood, particularly in the Indonesian agro-industry context.

Affective commitment, defined as employees' emotional attachment to the organization, plays a crucial role in explaining the relationship between leadership style and employee loyalty. (Meyer and Allen 1997) define affective commitment as a dimension of organizational commitment reflecting employees' emotional identification and involvement with the organization. From a Social Exchange Theory perspective, when leaders demonstrate genuine care and support as reflected in servant

leadership and altruistic leadership employees reciprocate by strengthening emotional commitment and loyalty toward the organization.

Empirical studies also highlight the mediating role of emotional factors. (Ribeiro et al. 2021), in a study of 226 employees in Portugal, found that affective well-being mediates the relationship between psychological capital and affective commitment, indicating that emotional conditions play an important role in developing organizational attachment. Furthermore, (Cahyaningsih et al. 2025) found that job satisfaction, which is closely related to affective commitment, mediates the relationship between servant leadership and nurse loyalty in Indonesian hospitals. These findings indicate that affective commitment functions as a significant mediator in translating leadership practices into sustainable employee loyalty outcomes.

Despite the growing literature on servant leadership and organizational outcomes, several research gaps remain. First, leadership research in the Indonesian agro-industry sector still predominantly focuses on transactional dimensions and rarely explores humanistic and emotional leadership aspects. Second, research on altruistic leadership, particularly in Indonesia, remains limited and insufficiently integrated into employee loyalty frameworks. Third, studies integrating servant leadership and altruistic leadership simultaneously within a comprehensive model with affective commitment as a mediator are still scarce, especially in local agro-industry contexts.

Recent studies further emphasize the importance of humanistic and altruistic leadership mechanisms in strengthening employee loyalty and retention. Prior research demonstrates that workplace compassion, social support, and altruistic behavior significantly predict employee retention, indicating that supportive interpersonal relationships foster employees' willingness to remain within the organization (Siddiq et al., 2024). In addition, CEO altruism has been shown to strengthen the impact of affective commitment on organizational citizenship behavior, suggesting that altruistic leadership enhances employees' emotional attachment and discretionary contributions (Siddiq et al., 2024).

Furthermore, supportive organizational practices such as work life balance and job satisfaction also play an important role in shaping employee loyalty, as employees who experience psychological comfort and balance between work and personal life tend to demonstrate stronger commitment and retention intentions (Siddiq et al., 2025). Similarly, perceived organizational support has been found to significantly enhance affective commitment through motivational mechanisms, reinforcing the psychological pathway linking leadership practices to employee loyalty (Siddiq et al., 2026). Collectively, these findings suggest that altruistic leadership, compassionate workplace interactions, and supportive organizational environments operate as complementary mechanisms that strengthen affective commitment and ultimately promote sustainable employee loyalty.

This study addresses these gaps by integrating servant leadership and altruistic leadership into a comprehensive research model with affective commitment as a psychological mediating mechanism. By applying this model to the sugar agro-industry sector, this study is expected to provide practical insights for developing concrete leadership strategies to enhance employee loyalty and reduce turnover. Additionally, this research contributes theoretically to the development of humanistic and transformational leadership perspectives in the increasingly dynamic and competitive Indonesian agro-industry sector.

2. METHODS

This study employed a quantitative research design to examine the relationships among servant leadership, altruistic leadership, affective commitment, and employee loyalty within the agro-industry context. A survey-based approach was utilized to collect data using a structured questionnaire designed to capture employees' perceptions of leadership practices, emotional attachment, and loyalty-related behaviors. The inclusion criteria ensured that respondents possessed sufficient organizational experience to provide informed evaluations of leadership and organizational conditions.

The measurement instrument used a five-point Likert scale ranging from strongly disagree to strongly agree. This scaling approach allowed respondents to indicate their level of agreement with each statement related to the study constructs. The collected responses were coded and prepared for statistical analysis.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The analysis followed a two-stage procedure. The first stage involved evaluation of the measurement model (outer model), including assessments of convergent validity, discriminant validity, and construct reliability. After confirming that the measurement model met the required criteria, the second stage evaluated the structural model (inner model). This stage included assessment of model explanatory power and hypothesis testing using bootstrapping procedures to examine both direct and indirect effects among variables.

This analytical approach is appropriate for examining complex mediation models and simultaneously estimating multiple relationships among latent variables. The PLS-SEM technique also allows robust estimation under non-normal data conditions and is widely applied in leadership and organizational behavior research.

The demographic profile indicates that respondents represented diverse age groups, tenure levels, educational backgrounds, and functional positions within the organization. Most respondents were in early to mid-career stages, indicating that the data primarily reflect perceptions of employees actively involved in operational and managerial activities. The distribution of tenure suggests representation

from both relatively new employees and long-serving personnel, allowing a comprehensive evaluation of leadership influence across experience levels.

In terms of educational background, respondents were predominantly university graduates, followed by diploma and secondary education holders, indicating varied levels of professional capability and organizational exposure. Gender distribution shows a higher proportion of male employees, reflecting the workforce composition typically found in agro-industry environments. Functional representation included employees from human resource, production, and administrative units, ensuring that the findings capture perspectives from multiple organizational roles.

The descriptive analysis indicates that servant leadership, altruistic leadership, affective commitment, and employee loyalty were perceived at relatively high levels. These findings suggest that respondents generally perceived leadership practices as supportive and service-oriented, with leaders demonstrating concern for employee well-being and development. The results also indicate strong emotional attachment between employees and the organization, reflecting high levels of affective commitment.

Furthermore, the high level of employee loyalty suggests that employees demonstrate willingness to remain with the organization, contribute beyond formal job requirements, and maintain positive attitudes toward the organization. These descriptive findings provide preliminary support for the proposed model, indicating that leadership practices emphasizing service and altruism are associated with stronger emotional commitment and sustainable employee loyalty within the agro-industry context.

Tabel 1. Variables Measurement

Variable	Definitions & Indicators	Measurement Approach	Sources
Servant Leadership	Leadership style that prioritizes service to employees through empathy, support, empowerment, and individual development to achieve organizational goals. servant leadership indicators include: the extent to which superiors place the interests of the team, provide learning opportunities to employees, listen to employees, and empower employees.	Standardized indicators that are combined into composite indices.	Van Dierendonck & Nuijten (2011)
Altruistic Leadership	A leadership style that emphasizes self-sacrifice, genuine concern, and a leader's commitment to improving the well-being of employees and the organization. indicators of altruistic leadership include: measuring the leader's self-sacrifice, genuine concern for subordinates, and the leader's commitment to employee well-being.	Standardized indicators that are combined into composite indices.	Kanungo & Mendonca (1996)

Employee Loyalty	Employee loyalty is an attitude of loyalty and commitment of employees to the organization that is shown through the desire to keep working, make the best contribution, and support the organization positively. employee loyalty indicators include: measuring the intention to stay or the desire of employees to stay in the organization, willingness to go the extra mile or the willingness of employees to give more effort to the organization, and advocacy for the organization or the willingness of employees to recommend and defend the organization positively.	Standardized indicators that are combined into composite indices.	Reichheld (1996)
Affective Commitment	Affective commitment is an employee's emotional attachment to the organization that is shown through a sense of belonging, involvement, and a desire to remain part of the organization. affective commitment indicators include: measuring employees 'emotional attachment to the Organization, employees' identification with organizational values and goals, and employees ' sense of belonging to the organization.	Standardized indicators that are combined into composite indices.	Meyer & Allen (1997)

3. FINDINGS AND DISCUSSION

3.1 Respondents' Characteristics (N = 205)

Table 2. Respondents' Characteristics (N = 205)

Categories	Possible Answers	F	%
Age	< 25 years old	56	27.3%
	25-34 years old	82	40.0%
	35-44 years old	44	21.5%
	> 45 years old	23	11.2%
Gender	Male	132	64.4%
	Female	73	35.6%
Educational Background	Senior High School/Vocational High School	51	24.9%
	Diploma	58	28.3%
	Bachelor's Degree	96	46.8%
Work Status	Production Division	70	34.1%
	Administration and Others	45	22.0%
	Human Resources	90	43.9%

Length of Employment	< 5 years	78	38.0%
	6-10 years	67	32.7%
	> 10 years	60	29.3%

Source: Processed Data (2026)

3.2 Measurement Model

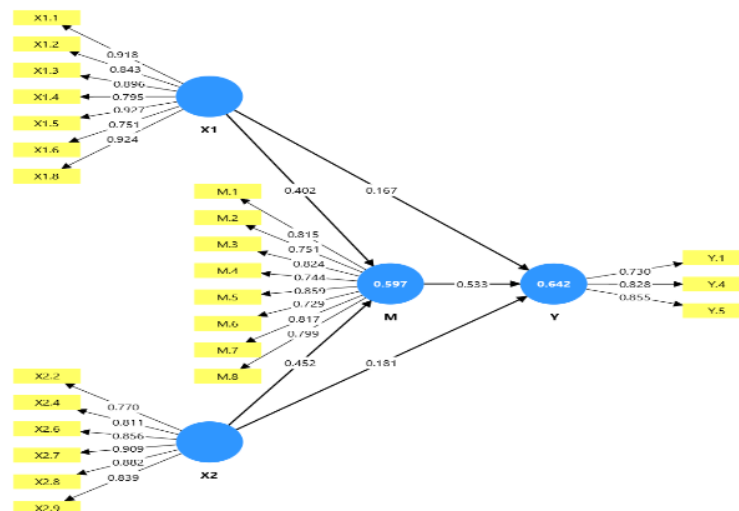


Figure 1. Results of the outer model data using SmartPLS 4.

Table 3. Outer Loading

	Servant Leadership	Altruistic Leadership	Employee Loyalty	Affective Commitment
X1.1	0,918			
X1.2	0,843			
X1.3	0,896			
X1.4	0,795			
X1.5	0,927			
X1.6	0,751			
X1.8	0,924			
X2.2		0,770		
X2.4		0,811		
X2.6		0,856		
X2.7		0,909		
X2.8		0,882		
X2.9		0,839		
Y.1			0,730	
Y.4			0,828	
Y.5			0,855	
Y.5				0,815

M.1				0,751
M.2				0,824
M.3				0,744
M.4				0,859
M.5				0,729
M.6				0,817
M.7				0,799

Source: Data Processing with SmartPLS (2026)

The measurement model evaluation indicates that all indicator loading factors exceeded the recommended threshold of 0.70. These results demonstrate that all indicators meet the required criteria, and therefore no indicators needed to be removed from the measurement model. Consequently, all constructs associated with servant leadership, altruistic leadership, affective commitment, and employee loyalty were retained for further analysis.

Table 4. Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Servant Leadership	0,944	0,945	0,955	0,752
Altruistic Leadership	0,920	0,920	0,938	0,715
Employee Loyalty	0,730	0,751	0,847	0,649
Affective Commitment	0,915	0,917	0,931	0,629

Source: Data Processing with SmartPLS (2026)

The measurement model evaluation indicates that all indicator loading factors exceeded the recommended threshold of 0.70. These results demonstrate that all indicators meet the required criteria, and therefore no indicators needed to be removed from the measurement model. Consequently, all constructs associated with servant leadership, altruistic leadership, affective commitment, and employee loyalty were retained for further analysis.

Table 5. Fornell Larcker

	Affective Commitment	Servant Leadership	Altruistic Leadership	Employee Loyalty
Affective Commitment	0,793			
Servant Leadership	0,688	0,867		
Altruistic Leadership	0,707	0,632	0,846	

Employee Loyalty	0,776	0,648	0,663	0,806
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Source: Data Processing with SmartPLS (2026)

Discriminant validity was further assessed using the Fornell–Larcker criterion. The results indicate that the square root of the Average Variance Extracted ($\sqrt{\text{AVE}}$) for affective commitment (M) was 0.793, which is higher than its correlations with servant leadership ($X_1 = 0.688$), altruistic leadership ($X_2 = 0.707$), and employee loyalty ($Y = 0.776$). These findings demonstrate that affective commitment exhibits adequate discriminant validity relative to the other constructs. For servant leadership (X_1), the $\sqrt{\text{AVE}}$ value was 0.867, which exceeds its correlations with affective commitment ($M = 0.688$), altruistic leadership ($X_2 = 0.632$), and employee loyalty ($Y = 0.648$). This indicates that servant leadership satisfies the discriminant validity criterion.

Similarly, altruistic leadership (X_2) shows a $\sqrt{\text{AVE}}$ value of 0.846, which is greater than its correlations with affective commitment ($M = 0.707$), servant leadership ($X_1 = 0.632$), and employee loyalty ($Y = 0.663$). These results confirm that altruistic leadership demonstrates strong discriminant validity. Furthermore, employee loyalty (Y) has a $\sqrt{\text{AVE}}$ value of 0.806, which is higher than its correlations with affective commitment ($M = 0.776$), servant leadership ($X_1 = 0.648$), and altruistic leadership ($X_2 = 0.663$). This indicates that employee loyalty also meets the discriminant validity requirements.

Overall, based on the Fornell–Larcker criterion, all constructs exhibit square root AVE values that are greater than their inter-construct correlations. Therefore, all variables satisfy discriminant validity requirements, indicating that the measurement model (outer model) is adequate and suitable for proceeding to structural model (inner model) evaluation.

Table 6. R Square

	R-square	R-square adjusted
Affective Commitment	0,597	0,593
Employee Loyalty	0,642	0,637

Source: Data Processing with SmartPLS (2026)

The structural model was evaluated using the coefficient of determination (R^2) to assess the explanatory power of the proposed model. The results indicate that the R-square value for affective commitment (M) is 0.597, with an adjusted R-square of 0.593. Meanwhile, the R-square value for employee loyalty (Y) is 0.642, with an adjusted R-square of 0.637. The R-square values represent the proportion of variance in the endogenous variables explained by their respective predictors in the

structural model. For affective commitment, the R-square value of 0.597 indicates that 59.7% of the variance in affective commitment is explained by servant leadership (X1) and altruistic leadership (X2), while the remaining 40.3% is explained by other variables not included in the model. These findings suggest that leadership behaviors characterized by service orientation and altruistic concern substantially contribute to strengthening employees' emotional attachment to the organization.

For employee loyalty, the R-square value of 0.642 indicates that 64.2% of the variance in employee loyalty is explained by servant leadership, altruistic leadership, and affective commitment. The remaining 35.8% is influenced by other factors beyond the scope of this study. This result suggests that leadership styles and emotional commitment jointly play a substantial role in shaping employee loyalty. According to commonly accepted guidelines in PLS-SEM, R-square values of 0.67 are considered substantial, 0.33 moderate, and 0.19 weak. Therefore, the R-square values of 0.597 and 0.642 fall within the moderate-to-substantial range. These findings indicate that the structural model demonstrates adequate explanatory power and that the proposed relationships among servant leadership, altruistic leadership, affective commitment, and employee loyalty are well supported by the data.

Table 7. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STD EV)	P values
Affective Commitment > Employee Loyalty	0,533	0,526	0,101	5,262	0,000
Servant Leadership > Affective Commitment	0,402	0,411	0,072	5,622	0,000
Servant Leadership > Employee Loyalty	0,167	0,160	0,067	2,481	0,013
Altruistic Leadership > Affective Commitment	0,452	0,444	0,086	5,231	0,000
Altruistic Leadership > Employee Loyalty	0,181	0,193	0,092	1,962	0,050

Source: Data Processing with SmartPLS (2026)

Based on Table 7 presenting the direct effect results, all relationships among variables in the structural model demonstrate positive and statistically significant effects. This conclusion is supported by T-statistics values greater than 1.96 and p-values lower than 0.05, indicating that all direct hypotheses are supported.

The relationship between affective commitment (M) and employee loyalty (Y) shows a path coefficient of 0.533, with a T-statistics value of 5.262 and a p-value of 0.000. These findings indicate that affective commitment has a positive and significant effect on employee loyalty. This result suggests that higher levels of employees' emotional attachment to the organization lead to stronger employee loyalty.

The relationship between servant leadership (X1) and affective commitment (M) yields a coefficient of 0.402, with a T-statistics value of 5.622 and a p-value of 0.000. This indicates that servant leadership positively and significantly influences affective commitment. In other words, leadership practices emphasizing service, empowerment, and employee development contribute to strengthening employees' emotional attachment to the organization.

The direct relationship between servant leadership (X1) and employee loyalty (Y) shows a coefficient of 0.167, with a T-statistics value of 2.481 and a p-value of 0.013. These findings indicate that servant leadership has a positive and significant effect on employee loyalty. However, the magnitude of this direct effect is relatively smaller compared to its indirect effect through affective commitment, suggesting the presence of a mediating mechanism.

The relationship between altruistic leadership (X2) and affective commitment (M) shows a coefficient of 0.452, with a T-statistics value of 5.231 and a p-value of 0.000. This result indicates that altruistic leadership positively and significantly affects affective commitment. Leaders who demonstrate genuine concern and prioritize employee welfare contribute to stronger emotional attachment among employees.

The direct relationship between altruistic leadership (X2) and employee loyalty (Y) shows a coefficient of 0.181, with a T-statistics value of 1.962 and a p-value of 0.050. Since the T-statistics value is equal to or greater than 1.96 and the p-value is at the threshold of 0.05, this relationship is considered statistically significant, although the effect size is relatively small.

Overall, all structural paths in the model demonstrate positive and significant relationships. Therefore, all direct hypotheses proposed in this study are supported, indicating that servant leadership and altruistic leadership contribute to employee loyalty both directly and through strengthening affective commitment.

Table 8. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Servant Leadership > Affective Commitment > Employee Loyalty	0,215	0,219	0,066	3,26	0,001
Altruistic Leadership > Affective Commitment > Employee Loyalty	0,241	0,231	0,058	4,126	0,000

Source: Data Processing with SmartPLS (2026)

The indirect effect analysis was conducted to examine whether affective commitment (M) mediates the relationships between servant leadership (X1) and altruistic leadership (X2) with employee loyalty (Y). The mediation test was performed using the bootstrapping procedure by evaluating the original sample coefficients, T-statistics, and p-values. An indirect effect is considered significant when the T-statistics value exceeds 1.96 and the p-value is below 0.05.

The indirect relationship between servant leadership and employee loyalty through affective commitment shows an original sample coefficient of 0.215, with a T-statistics value of 3.260 and a p-value of 0.001. Since the T-statistics value is greater than 1.96 and the p-value is lower than 0.05, the indirect effect is statistically significant. These findings indicate that affective commitment significantly mediates the relationship between servant leadership and employee loyalty. This result suggests that servant leadership enhances employee loyalty partly by strengthening employees' emotional attachment to the organization.

Furthermore, the indirect relationship between altruistic leadership and employee loyalty through affective commitment shows an original sample coefficient of 0.241, with a T-statistics value of 4.126 and a p-value of 0.000. These values also meet the significance criteria, indicating that affective commitment significantly mediates the influence of altruistic leadership on employee loyalty. This finding confirms that altruistic leadership contributes to employee loyalty through the development of employees' emotional attachment.

Because the direct effects of servant leadership and altruistic leadership on employee loyalty remain significant, and the indirect effects through affective commitment are also significant, affective commitment is classified as a partial mediating variable. Therefore, affective commitment partially

mediates the relationships between servant leadership and employee loyalty, as well as between altruistic leadership and employee loyalty. Overall, the mediation model in this study is statistically supported and confirms the important role of affective commitment as a psychological mechanism linking humanistic leadership practices to sustainable employee loyalty.

3.3 Discussion

The Direct Effect of Servant Leadership on Employee Loyalty (H1)

The direct effect analysis presented in Table 7 demonstrates that *Servant Leadership* (X1) has a positive and significant direct effect on *Employee Loyalty* (Y). This relationship is supported by a path coefficient of 0.167, a T-statistic of $2.481 > 1.96$, and a p-value of $0.013 < 0.05$. Therefore, H1 is supported. This direct relationship implies that when leaders actively implement servant characteristics such as active listening, displaying genuine empathy, and prioritizing the personal growth of subordinates it exerts a direct psychological impact on employees' decision to stay with the organization. Through this authentic care, employees feel valued as human beings rather than just instruments to hit targets. This sense of worth fosters a strong reluctance to leave the organization, decreases turnover intentions, and encourages long-term fidelity toward organizational goals. Although statistically significant, this direct path coefficient (0.167) is relatively modest. This indicates that servant leadership behavior requires an internal psychological mechanism to maximize its impact on long-term loyalty. In practice, organizations should train supervisors to eliminate authoritarian habits and substitute them with participative dialogue, creating a psychologically safe space that deters employees from external poaching.

The Direct Effect of Altruistic Leadership on Employee Loyalty (H2)

Based on the direct path assessment in Table 7, *Altruistic Leadership* (X2) is proven to have a positive and significant direct effect on *Employee Loyalty* (Y). The empirical results register a path coefficient of 0.181, a T-statistic of 1.962 greater than 1.96, and a p-value of 0.050 smaller than 0.05. Consequently, H2 is supported. Altruistic leadership, rooted in the genuine prioritization of subordinate welfare and a willingness to make personal sacrifices (*self-sacrifice*), acts as a potent moral stimulus. Amid volatile industry demands, the presence of an altruistic leader reassures employees that their safety, comfort, and rights will be guarded. The natural human response to this positive moral modeling is a reciprocal commitment characterized by institutional loyalty, a willingness to defend the company's reputation, and voluntary alignment with corporate regulations. The direct coefficient for this variable is also moderate (0.181), resting right at the critical threshold of significance. This signals to management that a leader's self-sacrificing behavior alone cannot fully secure absolute employee loyalty unless it is paired

with the continuous enrichment of the internal psychological climate.

The Direct Effect of Servant Leadership on Affective Commitment (H3)

The structural model results show that *Servant Leadership* (X1) exerts a positive and highly significant effect on *Affective Commitment* (M). The statistical data indicates a strong path coefficient of 0.402, backed by a T-statistic of $5.622 > 1.96$ and a p-value of $0.000 < 0.05$. Hence, H3 is fully supported. Guided by *Organizational Support Theory*, acts of service and empowerment from a leader are internalized by subordinates as tangible evidence of organizational care. When leaders grant operational autonomy, facilitate necessary job resources, and provide non-financial recognition for accomplishments, they effectively fill the employee's "emotional reservoir." This psychological process matures their sense of belonging and deepens emotional attachment, making employees proud to align their identity with the firm. This finding aligns with the scholarly consensus in human resource management that positions humanistic leadership styles as primary predictors of affective commitment. The managerial implication dictates that organizations must formalize and integrate servant values into their annual leadership competency frameworks.

The Direct Effect of Altruistic Leadership on Affective Commitment (H4)

Structural path evaluation proves that *Altruistic Leadership* (X2) has a positive and exceptionally significant effect on *Affective Commitment* (M). This relationship registers a high path coefficient of 0.452, accompanied by a T-statistic of $5.231 > 1.96$ and a p-value of $0.000 < 0.05$. Thus, H4 is supported. The defining traits of altruistic leaders consistently placing team welfare above personal ambition cultivate an unshakeable foundation of trust across lower organizational tiers. This selfless approach establishes a warm, low-conflict interpersonal work climate. Employees perceive the firm as a reliable and safe environment to anchor their long-term careers, triggering the conversion of short-term motivation into enduring affective attachment. Interestingly, the path coefficient of altruistic leadership on affective commitment (0.452) is larger than that of servant leadership (0.402). This reveals that the moral modeling of pure, unselfish care possesses an even more sensitive emotional resonance when it comes to capturing employees' psychological attachment in today's modern workforce.

The Direct Effect of Affective Commitment on Employee Loyalty (H5)

Direct structural testing in Table 7 establishes that *Affective Commitment* (M) exerts a highly dominant and positive significant effect on *Employee Loyalty* (Y). This pathway captures the absolute highest path coefficient in the entire model (beta = 0.533), with a T-statistic of $5.262 > 1.96$ and a p-value of $0.000 < 0.05$. Therefore, H5 is supported. Affectively committed employees no longer operate out of

purely transactional motives (such as salary or physical perks) or normative pressure (the guilt of leaving). They remain because their personal values genuinely match the organization's vision. This positive emotional energy serves as a powerful psychological anchor. It drives employees to voluntarily exert maximum effort, reject competitor offers, and actively advocate for the company as an employer of choice. This finding reinforces the foundational HR principle that emotional attachment is the ultimate gateway to sustainable loyalty. Corporate leaders must shift employee retention strategies from cold, rigid financial incentives toward cultivating mental well-being, psychological comfort, and meaningful alignment within the workplace.

The Mediating Role of Affective Commitment in the Relationship Between Servant Leadership and Employee Loyalty (H6)

The indirect effect analysis shown in Table 8 confirms that *Affective Commitment* (M) positively and significantly mediates the relationship between *Servant Leadership* (X1) and *Outer Employee Loyalty* (Y). This indirect pathway yields a coefficient of 0.215, a T-statistic of $3.260 > 1.96$, and a p-value of $0.001 < 0.05$. Because the direct effect of X1 on Y also remains significant ($\beta = 0.167$), this mechanism is classified as partial mediation. Hence, H6 is supported. This partial mediation mechanism illustrates the norm of reciprocity embedded within *Social Exchange Theory* (SET). Supportive behavior from a servant leader does not instantly morph into structural, physical loyalty. Instead, the leader's support must first be processed internally by the employee to mature their emotional commitment and organizational pride (M). Once this affective bond is firmly rooted, it shifts roles to act as the primary catalyst generating long-term loyalty (Y). The reality that the indirect effect (0.215) is larger than the direct effect (0.167) highlights that affective commitment serves as an indispensable psychological amplifier for servant leadership practices. This supports modern organizational behavior literature stating that management must touch employees' affective domains before demanding absolute loyalty. Companies must recognize that loyalty retention programs will fall short of expectations if leadership behaviors fail to inspire emotional attachment first.

The Mediating Role of Affective Commitment in the Relationship Between Altruistic Leadership and Employee Loyalty (H7)

The final structural hypothesis evaluation in Table 8 proves that *Affective Commitment* (M) positively and significantly mediates the influence of *Altruistic Leadership* (X2) on *Employee Loyalty* (Y). This indirect path registers a coefficient of 0.241, backed by a T-statistic of $4.126 > 1.96$ and a p-value of $0.000 < 0.05$. Given that the corresponding direct effect is also significant ($\beta = 0.181$), this mediating connection is confirmed as partial mediation. Therefore, H7 is supported. This mechanism indicates that

the moral modeling and selfless sacrifice of an altruistic leader (X2) are embraced by subordinates as a guarantee of institutional care. This perceived safety sparks a deep emotional closeness, inducing employees to mentally integrate themselves into the organization's future. These emotionally attached workers then choose to lock in their loyalty, refusing to look elsewhere for employment. Reflecting the pattern seen in H6, the indirect effect coefficient (0.241) is substantially higher than its direct counterpart (0.181), cementing affective commitment as an essential, unbreakable psychological bridge. In summary, the findings from H6 and H7 provide an overarching theoretical conclusion for management science: humanistic leadership frameworks such as servant and altruistic leaders hipyield their maximum, sustainable long-term loyalty returns when funneled through the deliberate cultivation of employees' affective commitment. Management is strongly advised to design structural policies that balance professional operational demands with humanistic investments in their workforce's psychological health.

4. CONCLUSION

These findings indicate that employee loyalty can be enhanced both directly through the implementation of service-oriented and altruistic leadership behaviors and indirectly through strengthening employees' emotional attachment to the organization. The structural model demonstrates adequate explanatory power, indicating that leadership practices emphasizing service, genuine concern, and employee well-being represent effective strategies for building sustainable employee loyalty.

Overall, this study highlights the importance of humanistic leadership approaches in fostering long-term employee loyalty, particularly within agro-industry organizations characterized by fluctuating work demands and operational complexity. By strengthening affective commitment, servant leadership and altruistic leadership contribute to sustainable organizational performance and reduced turnover intentions. These findings provide theoretical contributions to leadership and organizational behavior literature and offer practical implications for developing leadership strategies that enhance employee loyalty through emotional attachment mechanisms.

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