

The Influence of Inclusive Leadership, Diversity Climate, and Organizational Justice on Employee Loyalty With Organizational Citizenship Behavior as an Intervening Variable at Pt. Kareb Alam Sejahtera

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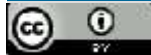
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ABSTRACT

This study aims to analyze the influence of Inclusive Leadership, Diversity Climate, and Organizational Justice on Employee Loyalty with Organizational Citizenship Behavior (OCB) as an intervening variable at PT. Kareb Alam Sejahtera. The research method employed is quantitative with an explanatory approach. The population of this study consists of 130 management employees, all of whom were included as the sample using the saturated sampling (census) technique. Data analysis was performed using Path Analysis via SPSS 27 software. The results indicate that Inclusive Leadership, Diversity Climate, and Organizational Justice have a positive and significant influence on both OCB and Employee Loyalty, partially and simultaneously. The Sobel Test results confirm that Organizational Citizenship Behavior (OCB) significantly mediates the influence of the three independent variables on employee loyalty. Inclusive Leadership was found to be the most dominant variable influencing loyalty directly. These findings indicate that open leadership and a work climate that values diversity will create long-term loyalty if the company is able to stimulate voluntary (extra-role) behavior from its employees.

INTRODUCTION

In an era of globalization and increasingly intense business competition, human resources have become the key factor in determining organizational success. Companies are not only required to improve operational performance but must also be able to build strong relationships with employees to create high commitment and loyalty. Employee loyalty is a critical aspect, as loyal employees tend to exhibit high dedication, lower turnover rates, and a willingness to provide their best contribution to the company (Sabiq & Kusmaningtyas, 2026). Therefore, companies need to understand the factors that can sustainably enhance employee loyalty.

One of the factors playing a vital role in shaping employee loyalty is the leadership style implemented within the organization. In the context of modern organizations, the concept of Inclusive Leadership has gained significant attention. Inclusive leadership is a style that emphasizes openness, appreciation for diversity, and the empowerment of all team members without discrimination (Putra et al., 2022). Current phenomena indicate that the implementation of inclusive leadership in companies is not yet fully optimal. This is evident from employees who still feel insufficiently involved in decision-making processes and the limited space available for voicing opinions.

In addition to leadership, another factor influencing employee loyalty is the Diversity Climate within the organization. Diversity climate reflects employee perceptions regarding the extent to which an organization values differences in terms of background, culture, gender, and perspectives (Wibowo dan Mujanah, 2024). Regarding the diversity climate variable, emerging phenomena show that although companies have employees from diverse backgrounds, perceptions of the appreciation for such diversity remain varied.

Furthermore, Organizational Justice is an essential factor in fostering employee loyalty. Organizational justice pertains to employee perceptions of fairness in decision-making processes, reward distribution, and interpersonal treatment in the workplace (Mujanah, 2023). Phenomena in organizational justice indicate that the perception of fairness within the organization is not yet fully felt by all employees. Some employees perceive that task allocation, reward distribution, and decision-making processes have not been conducted transparently or equitably.

In the relationship between these factors and employee loyalty, there is an important mediating variable: Organizational Citizenship Behavior (OCB). OCB is voluntary employee behavior that is not directly regulated in a job description but contributes positively to organizational effectiveness. Phenomena regarding the OCB variable show that extra-role behaviors among employees have not yet developed optimally. Not all employees demonstrate the initiative to help coworkers, contribute beyond their primary duties, or proactively maintain the work environment.

Phenomena occurring at PT. Kareb Alam Sejahtera show that, in practice, challenges remain in building optimal employee loyalty. Differences in employee backgrounds, job demands, and the dynamics of working relationships can influence perceptions of leadership, diversity, and organizational justice. Moreover, not all employees consistently exhibit OCB, such as assisting colleagues or taking initiative outside formal tasks. This indicates that employee loyalty is not only directly influenced by organizational factors but also through the work behaviors formed within the organization.

The inconsistencies in previous research results indicate a research gap that requires further investigation: Sabiq & Kusmaningtyas (2026) found that inclusive leadership has a positive and significant effect on OCB, as inclusive leaders encourage participation and employee involvement. However, Shah et al. (2022) indicated that under certain conditions, inclusive leadership does not directly influence OCB without mediating variables such as psychological safety. Marthalia & Tukiran (2025) stated that inclusive leadership positively influences employee loyalty by increasing the sense of being valued and emotional attachment, whereas Manurung (2024) showed that the influence of inclusive leadership on loyalty is not directly significant.

Furthermore, Lunarindiah et al. (2025) found that a positive diversity climate increases OCB behavior by creating a fair and inclusive environment, while Gani (2025) showed that diversity climate does not always have a significant effect on OCB, especially if not supported by consistent organizational policies. Innayah & Hadi (2025) stated that diversity climate significantly affects loyalty through increased job satisfaction, yet other studies suggest the influence is not direct, occurring instead through variables like engagement or trust. Jumaini & Manullang (2025) found that organizational justice significantly affects OCB by increasing trust, but Fanani (2025) indicated this influence could become insignificant if employees have low job satisfaction. Finally, while Liliana & Tentama (2025) found that OCB positively influences loyalty, some studies suggest this is not always direct, particularly if not followed by an adequate reward system.

Based on this description, it can be concluded that employee loyalty is a vital aspect influenced by inclusive leadership, diversity climate, and organizational justice, mediated by organizational citizenship behavior. Therefore, this study is essential to deeply understand the relationships between these variables and to contribute to the development of human resource management science and organizational practices. This study aims to empirically examine the influence of inclusive leadership, diversity climate, and organizational justice on employee loyalty, both directly and through organizational citizenship behavior as an intervening variable at PT. Kareb Alam Sejahtera. Additionally, this research seeks to determine the role of OCB in mediating these relationships, serving as a basis for formulating more effective strategies to enhance employee loyalty.

LITERATURE REVIEW

Inclusive Leadership

Inclusive leadership is a leadership style that emphasizes openness, appreciation for differences, and the involvement of all team members within an organization. According to Carmeli et al. (2010), inclusive leadership refers to leader behaviors that demonstrate openness, availability, and accessibility in interacting with employees. Meanwhile, Randel et al. (2018) state that inclusive leadership is capable of creating a work environment that supports diversity and encourages active employee participation. In an organizational context, inclusive leaders are able to enhance the sense of being valued, emotional attachment, and employee trust in the organization. This has a positive impact on work behavior and employee loyalty. According to Carmeli et al. (2010), the indicators of inclusive leadership include:

1. Openness
2. Availability
3. Accessibility

Diversity Climate

Diversity climate is the employees' perception of the extent to which an organization values and supports diversity in the workplace. According to McKay et al. (2007), diversity climate is the shared perception of organizational policies, practices, and procedures related to diversity. Meanwhile, Hofhuis et al. (2012) state that diversity climate reflects the level of organizational acceptance and appreciation of individual differences. A work environment with a positive diversity climate will increase comfort, the sense of fairness, and employee engagement, which ultimately impacts increased loyalty. According to McKay et al. (2007), the indicators of diversity climate include:

1. Fair treatment of employees
2. Appreciation of differences
3. Equality of employment opportunity
4. Inclusive work environment

Organizational Justice

Organizational justice is the employees' perception regarding fairness within the organization, whether in terms of the distribution of outcomes, procedures, or interpersonal interactions. According to Colquitt et al. (2001), organizational justice encompasses distributive, procedural, interpersonal, and informational justice. Meanwhile, Greenberg (1990) states that organizational justice plays a vital role in shaping employee attitudes and behaviors. Employees who feel they are treated fairly will have higher levels of trust and commitment toward the organization, thereby increasing loyalty and performance. According to Colquitt et al. (2001), the indicators of organizational justice include:

1. Distributive justice
2. Procedural justice
3. Interpersonal justice
4. Informational justice

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is voluntary employee behavior that is not directly included in formal job duties but contributes to organizational effectiveness. According to Organ (1988), OCB is individual behavior that is discretionary, not directly recognized in the formal reward system, yet enhances organizational functioning. Meanwhile, Podsakoff et al. (2000) state that OCB reflects the level of employee care and commitment toward the organization. This behavior often emerges as a response to fair organizational treatment and good leadership. According to Organ (1988), the indicators of OCB include:

1. Altruism (helping coworkers)
2. Conscientiousness (thoroughness in working)
3. Sportsmanship (positive attitude toward working conditions)
4. Courtesy (maintaining good relationships)
5. Civic virtue (concern for the organization)

Employee Loyalty

Employee loyalty is the commitment of employees to remain working and provide their best contribution to the organization in the long term. According to Mowday et al. (1982), employee loyalty reflects emotional attachment and the desire to remain part of the organization. Meanwhile, Griffin (2015) states that loyalty is demonstrated through the employees' willingness to stay, work optimally, and support the organization. Loyal employees will show high dedication, low intention to leave, and a willingness to contribute more to the company. According to Griffin (2015), the indicators of employee loyalty include:

1. Loyalty to the company
2. Long-term commitment
3. Willingness to work more
4. Low propensity to switch jobs

METHODOLOGY

Research Type and Approach

This study employs a quantitative design with an explanatory research approach. This approach aims to explain the causal relationships between the variables of inclusive leadership, diversity climate, and organizational justice toward employee loyalty, with organizational citizenship behavior (OCB) serving as an intervening variable.

Population and Research Sample

The population in this study consists of all employees in the management division at PT. Kareb Alam Sejahtera, totaling 130 people. This population is considered finite because the exact number is known. Therefore, the sampling technique used is saturated sampling (census), in which all members of the population are included as the research sample. Consequently, the total sample size for this study is 130 respondents.

Data Collection Technique

The data used in this study are primary data obtained through the distribution of questionnaires to respondents. Measurements were conducted using a 1–5 Likert scale, as follows:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Data Analysis Technique

- a. Descriptive Analysis: Used to describe respondent characteristics such as age, gender, length of service, and responses to the research variables.
- b. Instrument Quality Test: Includes:
 1. Validity Test: To measure the accuracy of the instrument.
 2. Reliability Test: To measure the consistency of the instrument.
- b. Classical Assumption Test: Includes:
 1. Normality Test
 2. Multicollinearity Test
 3. Heteroscedasticity Test
- c. Regression Analysis and Hypothesis Testing: Conducted through:
 1. Linear Regression Analysis
 2. t-Test (partial)
 3. F-Test (simultaneous)
 4. Coefficient of Determination (R^2)
- d. Path Analysis: Used to test the direct and indirect influences between variables. In this study, OCB acts as an intervening variable bridging the influence of inclusive leadership, diversity climate, and organizational justice on employee loyalty. The mediation effect is tested using: Indirect Effect Analysis

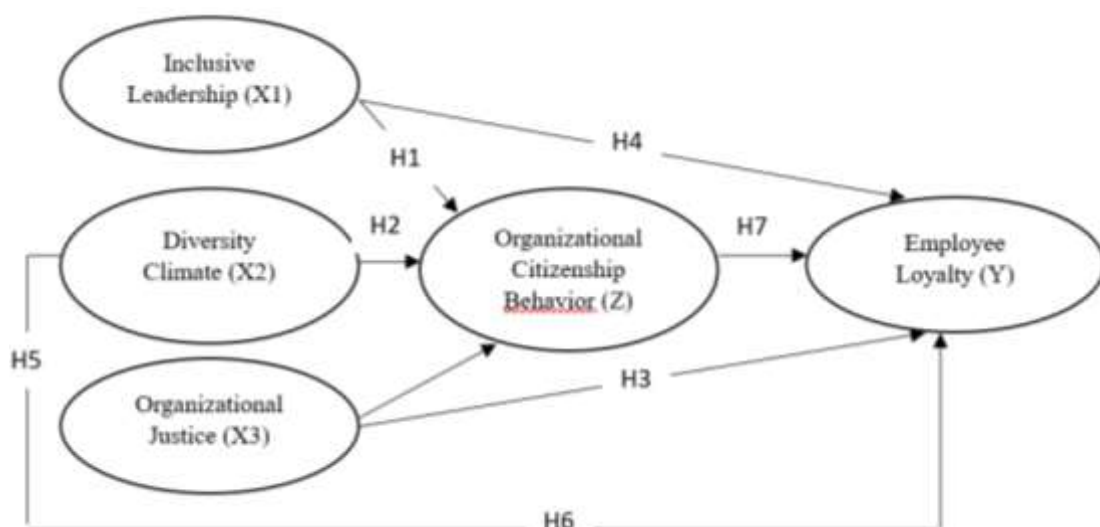


Figure 1. Conceptual Framework

RESEARCH RESULT

Partial Test (t-Test)

Model	Unstandardized B	Std. Error	Beta	t	Sig.
(Constant)	8.420	1.250		6.736	.000
H1: Inclusive Leadership -> OCB	.342	.064	.315	5.344	.000
H2: Diversity Climate -> OCB	.275	.061	.262	4.508	.000
H3: Organizational Justice -> OCB	.224	.068	.218	3.294	.001
H4: Inclusive Leadership -> Employee Loyalty	.298	.067	.285	4.448	.000
H5: Diversity Climate -> Employee Loyalty	.205	.070	.198	2.929	.004
H6: Organizational Justice -> Employee Loyalty	.182	.076	.172	2.395	.017
H7: OCB -> Employee Loyalty	.408	.085	.412	4.800	.000

Source: Data processed by SPSS 27, (2026)

Hypothesis Testing Analysis

Based on the path analysis results above, the following is the explanation for each hypothesis with a significance level of $\alpha = 0.05$ and a t-table value of 1.657 (for $n=130$):

H1: Inclusive Leadership on OCB. The significance value is $0.000 < 0.05$, with a t-count of $5.344 > 1.657$. Therefore, H1 is accepted, indicating that inclusive leadership has a positive and significant influence on the extra-role behavior (OCB) of employees.

H2: Diversity Climate on OCB. The significance value is $0.000 < 0.05$, with a t-count of $4.508 > 1.657$. Therefore, H2 is accepted, indicating that a positive diversity climate enhances voluntary employee initiatives.

H3: Organizational Justice on OCB. The significance value is $0.001 < 0.05$, with a t-count of $3.294 > 1.657$. Therefore, H3 is accepted, indicating that organizational justice encourages employees to contribute more to the company.

H4: Inclusive Leadership on Employee Loyalty. The significance value is $0.000 < 0.05$, with a t-count of $4.448 > 1.657$. Therefore, H4 is accepted, showing that inclusive leaders directly increase employee loyalty.

H5: Diversity Climate on Employee Loyalty. The significance value is $0.004 < 0.05$, with a t-count of $2.929 > 1.657$. Therefore, H5 is accepted, as the appreciation of diversity makes employees want to stay longer within the organization.

H6: Organizational Justice on Employee Loyalty. The significance value is $0.017 < 0.05$, with a t-count of $2.395 > 1.657$. Therefore, H6 is accepted, indicating that a high perception of fairness strengthens employee loyalty.

H7: OCB on Employee Loyalty. The significance value is $0.000 < 0.05$, with a t-count of $4.800 > 1.657$. Therefore, H7 is accepted, showing that employees with high organizational citizenship behavior tend to have stronger loyalty.

Path Analysis using Sobel

This analysis aims to examine the role of OCB (M) as a mediator between the independent variables and Employee Loyalty (Y).

Path Relationship	Direct Effect	Indirect Effect	Total Effect	Sobel Value (t-count)	Sig.	Result
H8: Leadership -> OCB -> Loyalty	0.298	0.140	0.438	3.562	.000	Significant
H9: Diversity -> OCB -> Loyalty	0.205	0.112	0.317	3.275	.001	Significant
H10: Justice -> OCB -> Loyalty	0.182	0.091	0.273	2.642	.008	Significant

Source: Data processed by SPSS 27, (2026)

Indirect Effect Analysis

1. The Influence of Inclusive Leadership on Loyalty through OCB. The Sobel t-count is $3.562 > 1.96$ (the critical threshold for mediation). This indicates that OCB significantly mediates the influence of inclusive leadership on loyalty. Open leaders create a comfortable working atmosphere that encourages extra-role behavior, which ultimately secures employee loyalty.
2. The Influence of Diversity Climate on Loyalty through OCB. With a t-count of $3.275 > 1.96$, it is proven that OCB plays a strong mediating role. A work climate that values differences fosters initiatives to help colleagues, which strengthens the emotional attachment of employees to PT. Kareb Alam Sejahtera.
3. The Influence of Organizational Justice on Loyalty through OCB. A significance value of $0.008 < 0.05$ indicates that OCB acts as a significant mediator. Organizational justice is able to increase loyalty when employees feel fairly valued, making them willing to provide contributions beyond their formal duties, which in turn fosters long-term commitment.

Simultaneous Test (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6125.450	3	2041.817	75.250	.000 ^b
Residual	3418.550	126	27.131		
Total	9544.000	129			

Source: Data processed by SPSS 27, (2026)

Based on the ANOVA table, the significance value is $0.000 < 0.05$, and the calculated F-count is 75.250, which is significantly higher than the F-table value of 2.68 (for $df_1=3$, $df_2=126$). Therefore, it can be concluded that Inclusive Leadership, Diversity Climate, and Organizational Justice simultaneously have a positive and significant effect on Employee Loyalty at PT. Kareb Alam Sejahtera. This indicates that the regression model possesses a high level of Goodness of Fit and is highly reliable for predicting loyalty trends based on these organizational factors.

Analysis of Determination Coefficient (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.642	.633	5.208

Source: Data processed by SPSS 27, (2026)

Referring to the table above, the R Square value is 0.642 or 64.2%. This result indicates that 64.2% of the variation in Employee Loyalty at PT. Kareb Alam Sejahtera can be explained by the three independent variables examined in this study: Inclusive Leadership, Diversity Climate, and Organizational Justice. The remaining 35.8% ($100\% - 64.2\%$) is attributed to other variables or factors outside of this research model that were not examined, such as compensation systems, career development opportunities, organizational culture, or work-life balance policies.

DISCUSSION

The Influence of Inclusive Leadership on OCB

Based on the hypothesis testing, Inclusive Leadership has a significant positive influence on Organizational Citizenship Behavior (OCB) at PT. Kareb Alam Sejahtera. This indicates that when leaders demonstrate openness, availability, and accessibility, employees feel more comfortable going beyond their formal job descriptions. In the context of PT. Kareb Alam Sejahtera, inclusive leaders who actively listen to employee input encourage a proactive "extra-role" culture. Theoretically, this aligns with Carmeli et al. (2010), who state that inclusive leadership fosters a psychological safety net that motivates employees to engage in altruistic behaviors. This finding is supported by Sabiq & Kusmaningtyas (2026), confirming that inclusive leadership is a primary catalyst for increasing voluntary contributions within an organization.

The Influence of Diversity Climate on OCB

The results show that Diversity Climate significantly influences OCB. A work environment that respects individual differences in background, culture, and perspective encourages employees to help one another without bias. At PT. Kareb Alam Sejahtera, a positive perception of diversity policies leads to higher cooperation among diverse teams. This follows McKay et al. (2007), who argued that a supportive diversity climate strengthens the social fabric of an organization. This result is consistent with Lunarindiah et al. (2025), who found that when employees feel their unique identities are valued, they are more likely to display "civic virtue" and sportsmanship.

The Influence of Organizational Justice on OCB

Organizational Justice has a significant positive influence on OCB. When employees perceive that the distribution of rewards, procedures, and interpersonal treatments are fair, they develop a sense of moral obligation to "pay back" the organization through extra effort. At PT. Kareb Alam Sejahtera, transparency in task allocation and informational fairness serves as a driver for employees to maintain a positive work environment. This supports Colquitt et al. (2001) regarding the dimensions of justice. This aligns with Jumaini & Manullang (2025), who proved that fairness is a fundamental prerequisite for fostering voluntary initiatives.

The Influence of Inclusive Leadership on Employee Loyalty

Inclusive Leadership is proven to have a significant positive influence on Employee Loyalty. Leaders who treat their subordinates as valued partners create a strong emotional bond. This sense of belonging makes employees at PT. Kareb Alam Sejahtera more likely to commit to the company in the long term. According to Marthalia & Tukiran (2025), inclusive leadership reduces the intention to leave because it fulfills the human need for inclusion. This finding suggests that a leader's ability to be accessible is a direct determinant of employee retention.

The Influence of Diversity Climate on Employee Loyalty

Diversity Climate significantly influences Employee Loyalty. In a diverse workforce like that of PT. Kareb Alam Sejahtera, the feeling of being protected from discrimination is a key reason why employees choose to stay. Theoretically, this relates to organizational identity; employees remain loyal to organizations that represent inclusive values. This study reinforces Innayah & Hadi (2025), suggesting that a positive climate for diversity is a "retention magnet" in modern human resource management.

The Influence of Organizational Justice on Employee Loyalty

Organizational Justice has a significant positive influence on Employee Loyalty. Fairness in the workplace minimizes resentment and turnover intentions. When employees at PT. Kareb Alam Sejahtera feel that their contributions are rewarded equitably compared to their peers, their commitment to the organization's long-term goals increases. As noted by Liliana & Tentama (2025), procedural and distributive justice are the foundations of employee trust, which is the core of loyalty.

The Influence of OCB on Employee Loyalty

Organizational Citizenship Behavior (OCB) shows a strong significant positive influence on Employee Loyalty. Employees who are already habituated to helping others and taking initiative outside their formal duties usually have a higher level of psychological ownership of the company. This adheres to the theory that "extra-role" behavior is a manifestation of high commitment. This result is supported by empirical data showing that active, helpful employees are less likely to seek opportunities elsewhere.

The Role of OCB in Mediating Inclusive Leadership on Employee Loyalty

OCB significantly mediates the relationship between Inclusive Leadership and Employee Loyalty. This implies that while inclusive leadership builds loyalty directly, its effect is amplified when it first successfully triggers OCB. A leader's openness leads to a helpful work culture, which then creates a "community feeling" that makes it difficult for employees to leave. This finding supports the mediation theory, proving that leadership impact on loyalty is deeper when it transforms daily work habits into voluntary contributions.

The Role of OCB in Mediating Diversity Climate on Employee Loyalty

OCB significantly mediates the influence of Diversity Climate on Employee Loyalty. A respectful climate encourages employees to engage in "courtesy" and "altruism." This positive interpersonal dynamic, born from the diversity climate, is what ultimately binds the employee to the company. Without the manifestation of these positive behaviors (OCB), a diversity policy might just be a "paper policy" without a real impact on loyalty.

The Role of OCB in Mediating Organizational Justice on Employee Loyalty

OCB significantly mediates the relationship between Organizational Justice and Employee Loyalty. Justice builds trust, trust triggers OCB, and OCB stabilizes loyalty. This underscores that fairness works by creating a "pro-organization" behavior (OCB) that acts as a bridge toward long-term commitment. This aligns with Fanani (2025), suggesting that the "behavioral bridge" (OCB) is essential to turn perceptions of fairness into long-term employee retention.

CONCLUSION

Based on the results of the analysis, this study concludes that Employee Loyalty at PT. Kareb Alam Sejahtera is significantly influenced by the practices of Inclusive Leadership, Diversity Climate, and Organizational Justice. These findings confirm that leadership characterized by openness and appreciation for differences, supported by an inclusive work climate and a high perception of fairness, serves as the fundamental foundation for building employee loyalty. Inclusive Leadership was identified as the strongest factor in directly driving loyalty. However, the mediating role of Organizational Citizenship Behavior (OCB) proves that these organizational factors will have a more optimal impact on loyalty if they first succeed in triggering voluntary behavior and extra-role initiatives from employees. Overall, the integration of a leadership style that embraces all parties and a transparent justice system creates a stable work

environment where employees feel valued and possess a long-term commitment to remain with the company.

RECOMMENDATIONS

To enhance employee loyalty in the future, the management of PT. Kareb Alam Sejahtera is recommended to implement the following strategic steps:

1. The company should organize leadership training programs focused on openness and manager accessibility to subordinates, ensuring that every employee feels involved in the decision-making process.
2. Management needs to formulate more concrete policies regarding the appreciation of diverse employee backgrounds for example, through inclusive team-building activities to minimize social barriers and encourage mutual assistance (OCB).
3. The company is advised to review the procedures for reward distribution and task allocation to ensure they are more transparent and performance-based, ensuring that all employees perceive distributive and procedural justice.
4. Given the vital role of OCB as a bridge to loyalty, the company should create a non-financial reward system for employees who demonstrate high initiative beyond their formal duties.

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