

## **The Effect of Inclusive Leadership and Diversity Climate on Employee Organizational Commitment at PT PLN (Persero) UP3 Nias**

**Desmira Sihalo<sup>1</sup>**, **Eliagus Telaumbanua<sup>2</sup>**, **Heniwati Gulo<sup>3</sup>**, **Fatolosa Hulu<sup>4</sup>**

<sup>1,2,3,4</sup> Management Study Program, Faculty of Economics, Universitas Nias, Indonesia

### **Abstrak**

Penelitian ini menganalisis pengaruh kepemimpinan inklusif dan iklim keberagaman terhadap komitmen organisasi karyawan pada PT PLN (Persero) UP3 Nias. Kajian ini berangkat dari kebutuhan organisasi pelayanan publik untuk mempertahankan keterikatan pegawai di tengah perbedaan status kerja, pengalaman, latar belakang, serta dinamika penugasan. Penelitian menggunakan pendekatan kuantitatif asosiatif dengan populasi 112 pegawai dan sampel 53 responden yang dipilih melalui simple random sampling. Data dikumpulkan menggunakan kuesioner skala Likert dan dianalisis dengan IBM SPSS 26 melalui uji validitas, reliabilitas, asumsi regresi, regresi linier berganda, uji t, uji F, dan koefisien determinasi. Hasil menunjukkan bahwa kepemimpinan inklusif berpengaruh positif dan signifikan terhadap komitmen organisasi ( $B=0,375$ ;  $t=3,066$ ;  $p=0,003$ ), sedangkan iklim keberagaman juga berpengaruh positif dan signifikan ( $B=0,494$ ;  $t=3,760$ ;  $p<0,001$ ). Secara simultan, kedua variabel berpengaruh signifikan ( $F=110,274$ ;  $p<0,001$ ) dengan  $R^2=0,815$ . Temuan menegaskan bahwa keterbukaan pemimpin, kesempatan berpartisipasi, keadilan, dan penerimaan terhadap keberagaman merupakan kombinasi penting dalam memperkuat rasa memiliki, loyalitas, dan keinginan pegawai untuk tetap berkontribusi pada organisasi.

**Kata Kunci:** kepemimpinan inklusif; iklim keberagaman; komitmen organisasi; manajemen sumber daya manusia.

### **Abstract**

This study examines the effects of inclusive leadership and diversity climate on employee organizational commitment at PT PLN (Persero) UP3 Nias. The study responds to the need for public-service organizations to sustain employee attachment amid differences in employment status, experience, background, and work-assignment dynamics. An associative quantitative design was employed with a population of 112 employees, and a sample of 53 respondents selected through simple random sampling. Data were collected using a five-point Likert-scale questionnaire and analyzed with IBM SPSS 26 through validity and reliability tests, regression diagnostic tests, multiple linear regression, t-tests, F-tests, and the coefficient of determination. The results show that inclusive leadership has a positive and significant effect on organizational commitment ( $B=0.375$ ;  $t=3.066$ ;  $p=0.003$ ), while diversity climate also has a positive and significant effect ( $B=0.494$ ;  $t=3.760$ ;  $p<0.001$ ). Simultaneously, both predictors significantly affect organizational commitment ( $F=110.274$ ;  $p<0.001$ ), with  $R^2=0.815$ . These findings indicate that leader openness, opportunities for participation, fairness, and acceptance of diversity jointly strengthen employees' sense of belonging, loyalty, and willingness to continue contributing to the organization.

**Keywords:** inclusive leadership; diversity climate; organizational commitment; human resource management.

---

✉ Corresponding author :

Email Address : [miraahaloho@gmail.com](mailto:miraahaloho@gmail.com)

## INTRODUCTION

Organizational commitment is a central issue in human resource management because it reflects whether employees merely perform assigned duties or genuinely align their work orientation with organizational goals. In public-service organizations, commitment is particularly important because service continuity depends heavily on employees' willingness to sustain work quality, collaborate, and continue contributing amid changing operational demands. Strong commitment is reflected in emotional attachment, willingness to remain, a sense of responsibility, and acceptance of organizational goals. Conversely, when employees feel undervalued, lack opportunities to participate, or perceive unequal treatment, organizations may face lower engagement, stronger turnover intentions, and reduced discretionary effort toward collective goals (Rohman et al., 2023; Yusuf & Syarif, 2017).

PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Nias provides electricity services across an island region through technical, administrative, coordination, and customer-service functions. In such a setting, organizational success is shaped not only by systems, procedures, and technology, but also by management's ability to manage a diverse workforce. Preliminary data in this study indicate differences in employment status, work experience, job position, and assignment or transfer dynamics. These conditions make employees' experiences of leadership, fairness, participation opportunities, and acceptance of differences particularly relevant for explaining organizational commitment.

One approach that has received increasing attention is inclusive leadership. Inclusive leadership goes beyond friendliness or informal openness; it requires leaders to create space for employees to be heard, gain access to communication, express ideas, and participate in work processes without discriminatory treatment. Carmeli et al. (2010) emphasize leader openness, availability, and accessibility as characteristics that help employees feel safe to become involved. More broadly, inclusive leadership can be understood as a leader's capacity to manage differences while maintaining employees' sense of belonging. When employees perceive that their views are considered and their contributions are recognized, their relationship with the organization tends to become more positive, and their commitment may be strengthened.

Empirical studies also support this relationship. Waseem et al. (2024) show that inclusive leadership is associated with organizational commitment, both directly and through psychological mechanisms and perceived organizational support. Jazuli and Vedy (2025) likewise report a positive relationship between inclusive leadership and affective organizational commitment in a corporate setting. Nevertheless, findings are not entirely consistent. Purwoasih and Nugrohoseno (2024) found no direct effect of inclusive leadership on affective organizational commitment in a furniture company. These differences suggest that the effect of inclusive leadership may depend on the work context, organizational characteristics, and social environment in which leadership is enacted.

In addition to leader behavior, employees evaluate the organization through its diversity climate. Diversity climate refers to shared perceptions of the extent to which an organization treats differences fairly, provides equal access, and creates an environment in which individuals can work without feeling excluded because of their background. Cachat-Rosset et al. (2019) emphasize that diversity climate concerns not only the presence of different groups but also the policies, practices, and daily experiences that shape perceptions of fairness and inclusion. Perry and Li (2019) similarly position diversity climate as an important organizational condition for understanding how diversity is translated into work attitudes and behaviors. In the same vein, Mor Barak (2022) highlights fairness, inclusion, valuing diversity, and comfort with differences as essential features of an inclusive workplace.

For employees, a positive diversity climate can create social safety and confidence that the organization evaluates contributions on the basis of ability rather than personal differences. This is relevant to commitment because employees are more likely to form a strong attachment when they feel fairly treated, recognized as legitimate organizational members, and given equal opportunities. Hall et al. (2025) show that the effects of diversity climate should be interpreted together with cultural context and work-group composition. Diversity therefore does not automatically produce positive outcomes; organizations must create a climate in which differences become a basis for collaboration rather than social distance.

Inclusive leadership and diversity climate may also reinforce one another. Leaders are among the main organizational actors who translate formal values into employees' everyday experiences. When leaders are open, accessible, respectful of differences, and willing to create opportunities for participation, employees receive a clear signal that diversity is accepted as part of the organization's normal way of working. Lee and Shin (2024) found that inclusive leadership has a positive effect on diversity climate. This finding is important because it shows that diversity climate is not merely the product of formal policy; it is also shaped by daily interactions between leaders and employees.

The context of PT PLN (Persero) UP3 Nias provides a relevant empirical setting in which to examine these relationships. Preliminary observations indicated differences in employees' perceptions of managerial openness, opportunities to participate, and equality of opportunity among employees with different statuses and backgrounds. At the same time, variation was observed in employee involvement and loyalty. These conditions do not necessarily indicate low overall commitment, but they provide sufficient grounds to test whether experiences of inclusive leadership and diversity climate explain differences in organizational commitment within the unit.

The contextual novelty of this study lies in examining inclusive leadership and diversity climate simultaneously as predictors of organizational commitment in an electricity-service unit located in the Nias Islands. Previous studies have frequently examined inclusive leadership in relation to innovative behavior, work engagement, psychological safety, or affective commitment, whereas studies that position inclusive leadership and diversity climate together as direct predictors of organizational commitment remain comparatively limited in regional energy-service organizations. This study therefore assesses not only the separate effect of each variable but also the extent to which both variables jointly explain organizational commitment.

Accordingly, this study aims to analyze the effect of inclusive leadership on organizational commitment, examine the effect of diversity climate on organizational commitment, and test the simultaneous effect of both variables at PT PLN (Persero) UP3 Nias. Three hypotheses are proposed: H1, inclusive leadership has a positive and significant effect on organizational commitment; H2, diversity climate has a positive and significant effect on organizational commitment; and H3, inclusive leadership and diversity climate simultaneously have a positive and significant effect on organizational commitment. Practically, the findings are expected to provide a basis for strengthening human resource management policies that are more participatory, fair, and responsive to workforce diversity.

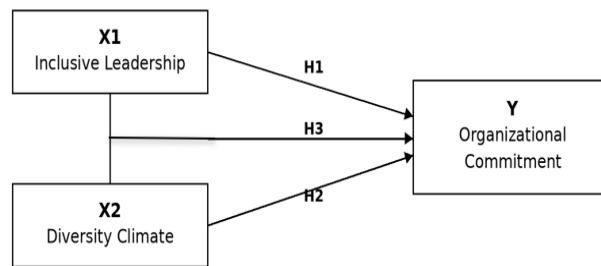


Figure 1. Conceptual Framework

The conceptual framework positions inclusive leadership (X1) and diversity climate (X2) as predictors of organizational commitment (Y). H1 and H2 test the partial effect of each predictor, while H3 tests their joint ability to explain variation in organizational commitment.

## METHODOLOGY

This study employed a quantitative approach with an associative research design. The unit of analysis was employees of PT PLN (Persero) UP3 Nias in Gunungsitoli City. The study population consisted of 112 active employees. The thesis reports that the sample size was determined using the Slovin formula with a 10% margin of error, resulting in 53 respondents. The sampling procedure was simple random sampling, giving each member of the population a chance of selection. The data were cross-sectional because respondents' perceptions were collected during a single research period in 2026.

The primary instrument was a closed-ended questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree. Inclusive leadership was measured with 12 statements representing openness, availability, accessibility, attention to employees, and opportunities for participation. Diversity climate was also measured with 12 statements covering organizational fairness, inclusion, personal valuing of diversity, and comfort in working with people from different backgrounds. Organizational commitment consisted of 12 statements representing affective, continuance, and normative commitment. Organizational documentation was used as supporting data to understand the unit profile, workforce size, and work context.

Instrument quality was assessed using item-total correlations and Cronbach's Alpha. With  $n=53$ , the critical  $r$  value used in the thesis was 0.271. An item was considered valid when its calculated correlation exceeded the critical value, while a construct was considered reliable when Cronbach's Alpha exceeded 0.70. Subsequent analyses were performed using IBM SPSS version 26. Residual normality was tested with the One-Sample Kolmogorov-Smirnov test, multicollinearity was assessed using tolerance and variance inflation factor (VIF), and heteroscedasticity was examined through regression of the absolute residual values. Relationships among variables were then analyzed using multiple linear regression at a 5% significance level.

The empirical model was specified as  $Y = a + b_1X_1 + b_2X_2 + e$ , where  $Y$  represents organizational commitment,  $X_1$  inclusive leadership,  $X_2$  diversity climate,  $a$  the constant,  $b_1$  and  $b_2$  the regression coefficients, and  $e$  the error term. The  $t$ -test was used to assess partial effects, whereas the  $F$ -test assessed the simultaneous effect of both predictors. The coefficient of determination ( $R^2$ ) was used to estimate the proportion of variation in organizational commitment explained by the predictors. Because all variables were measured through perceptual questionnaires completed by the same respondents, interpretation is limited to statistical relationships in the study context and is not extended into universal causal claims.

**Table 1. Operationalization of Research Variables**

| Variable                      | Main Indicators                                                               | Number of Items | Scale      |
|-------------------------------|-------------------------------------------------------------------------------|-----------------|------------|
| Inclusive Leadership (X1)     | Openness; availability; accessibility; participation                          | 12              | Likert 1–5 |
| Diversity Climate (X2)        | Organizational fairness; inclusion; valuing diversity; comfort with diversity | 12              | Likert 1–5 |
| Organizational Commitment (Y) | Affective; continuance; normative commitment                                  | 12              | Likert 1–5 |

*Source: adapted from the research instrument of Desmira Sihaloho, 2026.*

## RESULTS AND DISCUSSION

### Respondent Characteristics

A total of 53 questionnaires were included in the analysis. The respondents were predominantly male, with 52 men (98.1%) and one woman (1.9%). This composition is consistent with the characteristics of electricity-sector work, where some functions remain dominated by technical and operational roles. In terms of age, the largest group was 33–39 years, comprising 27 respondents (50.94%), followed by 25–32 years with 18 respondents (33.96%), 40–49 years with six respondents (11.32%), and 50–59 years with two respondents (3.78%). Thus, most respondents were in productive age groups and had relatively mature work experience.

Educational background shows that most respondents held a bachelor's degree, namely 36 employees (67.92%). Ten respondents (18.87%) had completed senior or vocational high school, while seven (13.21%) held a Diploma III qualification. The thesis contains an inconsistency in the Diploma III frequency, but the narrative, percentage, and total sample consistently indicate seven respondents. By position, Team Leaders formed the largest group with 25 respondents (47.17%), followed by Officers with eight (15.09%), Assistant Managers with five (9.43%), and several other managerial and technical positions. Most respondents had also worked for more than six years, accounting for 48 of the 53 respondents. This profile indicates that a substantial share of responses came from employees who were already familiar with the unit's processes, culture, and leadership practices.

**Table 2. Summary of Respondent Characteristics**

| Characteristic | Dominant Category | n  | %     |
|----------------|-------------------|----|-------|
| Gender         | Male              | 52 | 98.10 |
| Age            | 33–39 years       | 27 | 50.94 |
| Education      | Bachelor's degree | 36 | 67.92 |
| Position       | Team Leader       | 25 | 47.17 |
| Tenure         | > 6 years         | 48 | 90.57 |

*Source: research data processed by the authors, 2026.*

### Instrument Quality and Regression Assumptions

All items across the three variables met the validity criterion because their item-total correlations exceeded the critical  $r$  value of 0.271. For inclusive leadership, the item-total correlations ranged from 0.589 to 0.778. Diversity climate ranged from 0.448 to 0.790, while organizational commitment ranged from 0.543 to 0.813. These results indicate that all questionnaire items could be retained in constructing the variable scores. Internal consistency was also satisfactory. Reliability analysis produced Cronbach's Alpha values of 0.903 for inclusive leadership, 0.883 for diversity climate, and 0.864 for organizational commitment, all above the 0.70 threshold.

The residual normality test produced a Kolmogorov-Smirnov statistic of 0.074 with an Asymp. Sig. of 0.200, indicating that the residuals met the normality criterion at the 5% level. The multicollinearity assessment produced a tolerance value of 0.200 and a VIF of 4.995 for both predictors. Based on the criteria used in the thesis – tolerance >0.10 and VIF <10 – the model did not violate the multicollinearity assumption. Nevertheless, a VIF approaching 5 indicates a fairly strong relationship between the two predictors. Comparisons of their partial coefficients should therefore be interpreted cautiously and should not be treated as entirely independent contributions.

The heteroscedasticity test based on absolute residual regression yielded significance values of 0.345 for inclusive leadership and 0.796 for diversity climate. Both values exceeded 0.05, indicating no evidence of heteroscedasticity. The thesis also reports a linearity test for the relationship between inclusive leadership and organizational commitment, with a Deviation from Linearity significance value of 0.177, which is greater than 0.05. Overall, the main diagnostic tests provided an adequate basis for proceeding with multiple linear regression.

**Table 3. Summary of Instrument Quality and Model Assumptions**

| Test               | Result                               | Criterion         | Interpretation  |
|--------------------|--------------------------------------|-------------------|-----------------|
| Validity X1        | r=0.589–0.778                        | >0.271            | All items valid |
| Validity X2        | r=0.448–0.790                        | >0.271            | All items valid |
| Validity Y         | r=0.543–0.813                        | >0.271            | All items valid |
| Reliability        | $\alpha$ X1=0.903; X2=0.883; Y=0.864 | >0.70             | Reliable        |
| Residual normality | K-S Sig.=0.200                       | >0.05             | Normal          |
| Multicollinearity  | Tolerance=0.200; VIF=4.995           | Tol.>0.10; VIF<10 | Meets criterion |
| Heteroscedasticity | Sig. X1=0.345; X2=0.796              | >0.05             | No indication   |

Source: IBM SPSS 26 output, processed from the research data, 2026.

### Descriptive Statistics of the Constructs

Based on the total scores across 12 items for each variable, inclusive leadership had a mean of 47.70, a standard deviation of approximately 6.66, and a score range of 32–58. Diversity climate had a mean of 48.32, a standard deviation of approximately 6.20, and a range of 35–60. Organizational commitment had a mean of 47.62, a standard deviation of approximately 5.99, and a range of 33–60. Dividing these totals by the number of items yields average item scores of approximately 3.97 for inclusive leadership, 4.03 for diversity climate, and 3.97 for organizational commitment. Descriptively, respondents tended to provide positive evaluations of all three constructs, although meaningful variation remained among employees.

This descriptive pattern is important because it shows that the regression analysis was conducted in a context where all three constructs were already perceived relatively positively. In other words, the coefficients do not compare an organization with extremely low versus extremely high levels of inclusion; rather, they explain variation in commitment among employees who generally rated leadership and the diversity climate favorably. This context matters for practical interpretation: management strategies should not focus only on correcting deficiencies, but also on maintaining a consistently inclusive experience across employee groups.

**Table 4. Descriptive Statistics of the Constructs**

| Variable                  | N  | Minimum | Maximum | Mean  | SD   |
|---------------------------|----|---------|---------|-------|------|
| Inclusive Leadership      | 53 | 32      | 58      | 47.70 | 6.66 |
| Diversity Climate         | 53 | 35      | 60      | 48.32 | 6.20 |
| Organizational Commitment | 53 | 33      | 60      | 47.62 | 5.99 |

Source: calculated from total scores in the research data, 2026.

The Effect of Inclusive Leadership and Diversity Climate on Employee....

DOI: [10.37531/ecotal.v8i1.4196](https://doi.org/10.37531/ecotal.v8i1.4196)

### Regression Results and Hypothesis Testing

Multiple linear regression produced the equation  $Y = 5.875 + 0.375X_1 + 0.494X_2 + e$ . The constant of 5.875 represents the model's baseline value when both predictor scores are mathematically equal to zero. The inclusive leadership coefficient of 0.375 indicates that a one-unit increase in inclusive leadership, while holding diversity climate constant, is associated with a 0.375-unit increase in organizational commitment. The diversity climate coefficient of 0.494 shows a larger positive association. In standardized terms, the Beta coefficient was 0.417 for inclusive leadership and 0.511 for diversity climate, indicating that diversity climate had the relatively stronger association with organizational commitment in this model.

The partial tests confirmed that both coefficients were significantly different from zero. Inclusive leadership produced  $t=3.066$  with  $p=0.003$ , supporting H1. Diversity climate produced  $t=3.760$  with  $p<0.001$ , supporting H2. The simultaneous test yielded  $F=110.274$  with  $p<0.001$ , indicating that the model containing both predictors was jointly significant and supporting H3. The multiple correlation coefficient of  $R=0.903$  indicates a very strong combined relationship. R Square of 0.815 means that 81.5% of the variation in organizational commitment within the sample was explained by inclusive leadership and diversity climate, while Adjusted R Square of 0.808 shows that the model retained strong explanatory power after accounting for the number of predictors and sample size.

The magnitude of  $R^2$  should be interpreted proportionately. The study relied on perceptual data obtained from the same respondents for both the independent and dependent variables. This design can strengthen covariance among constructs because favorable perceptions of the organization may be reflected consistently across several scales. Accordingly, the value of 81.5% should be understood as the explanatory power of the model within this sample rather than evidence that employee commitment in general is determined only by these two factors. Other influences, such as job satisfaction, perceived organizational support, compensation, career opportunities, job characteristics, and organizational culture, may also play important roles.

**Table 5. Multiple Linear Regression Results**

| Predictor            | B     | Std. Error | Beta  | t     | Sig.   |
|----------------------|-------|------------|-------|-------|--------|
| Constant             | 5.875 | 2.866      | –     | 2.050 | 0.046  |
| Inclusive Leadership | 0.375 | 0.122      | 0.417 | 3.066 | 0.003  |
| Diversity Climate    | 0.494 | 0.131      | 0.511 | 3.760 | <0.001 |

Source: IBM SPSS 26 output, 2026.

**Table 6. Model Fit and Simultaneous Effect**

| R     | R Square | Adjusted R Square | Std. Error | F       | df    | Sig.   |
|-------|----------|-------------------|------------|---------|-------|--------|
| 0.903 | 0.815    | 0.808             | 2.628      | 110.274 | 2; 50 | <0.001 |

Source: IBM SPSS 26 output, 2026.

### Effect of Inclusive Leadership on Organizational Commitment

The first finding shows that inclusive leadership has a positive and significant effect on organizational commitment. Substantively, the result indicates that leader behaviors that open communication channels, make time to listen, accept input, and create opportunities for involvement are associated with stronger employee attachment to the organization. In a workplace characterized by differences in employment status, position, and experience, access to leaders can signal that employees continue to be valued as legitimate members of the organization. When such signals are consistent, employees are more likely to develop a sense of belonging and a willingness to contribute.

Carmeli et al. (2010) describe inclusive leadership in terms of openness, availability, and accessibility. These characteristics are relevant to the present findings because employees' perceptions of leader openness and access are associated with their level of commitment. From

a human resource management perspective, leaders do more than allocate work; they also shape the quality of the psychological relationship between individuals and the organization. This relationship is especially important when employees need assurance that their views are not ignored and that mistakes can be discussed as part of an improvement process.

This result is consistent with Waseem et al. (2024), who show that inclusive leadership can strengthen organizational commitment through greater psychological safety and perceived organizational support. Jazuli and Vedy (2025) likewise found a positive effect of inclusive leadership on affective organizational commitment. The similarity in the direction of these findings suggests that participation and recognition of employee contributions are not merely matters of communication style; they can become important sources of employees' emotional attachment to the organization.

Nevertheless, the result should also be considered alongside Purwoasih and Nugrohoseno (2024), who did not find a direct effect of inclusive leadership on affective organizational commitment in a different context. This contrast reinforces the possibility that the effectiveness of inclusive leadership depends on organizational characteristics, work structure, workforce composition, and the quality of other HRM practices. At PT PLN (Persero) UP3 Nias, work frequently requires cross-functional coordination, making leader openness and accessibility practically valuable because employees often need decisions, clarification, or support to complete their tasks.

The coefficients  $B=0.375$  and  $Beta=0.417$  indicate that inclusive leadership makes a meaningful contribution, but it is not a stand-alone predictor. Management should therefore avoid relying solely on the personal behavior of individual leaders. Inclusive practices should be institutionalized through routines such as briefings that allow feedback, mechanisms for submitting ideas, non-discriminatory evaluation, clear access to consultation, and employee involvement based on competence. In this way, the experience of inclusion does not depend on the personality of a particular leader but becomes embedded in the work system.

Another implication is the importance of consistency between communication and decision-making. Employees may perceive a leader as open when they are listened to, but this perception will weaken if input is never followed up or opportunities are repeatedly limited to particular groups. Inclusive leadership should therefore be evaluated from two sides: whether opportunities for participation are available and whether there is follow-up that employees can understand. Transparency about the reasons behind decisions is important so that employees can continue to perceive fairness even when not every suggestion is accepted.

### **Effect of Diversity Climate on Organizational Commitment**

The second finding indicates that diversity climate has a positive and significant effect on organizational commitment. The coefficient  $B=0.494$  and standardized  $Beta=0.511$  are larger than those for inclusive leadership, suggesting that perceptions of fairness, inclusion, respect for differences, and comfort in working with people from different backgrounds had a relatively stronger relationship with organizational commitment in this model. Employees therefore evaluate not only the behavior of their leaders but also the broader work environment when deciding whether the organization is a place they wish to retain as part of their professional identity.

Cachat-Rosset et al. (2019) explain that diversity climate is formed by perceptions of policies, practices, and real experiences in managing differences. An organization therefore cannot rely on workforce diversity alone. Diversity becomes constructive only when employees perceive fair procedures, equal access, and recognition of contributions regardless of background. Perry and Li (2019) likewise emphasize that diversity climate is related to how organizational members interpret institutional signals about who is accepted, whose voice is heard, and who has opportunities to develop.

At PT PLN (Persero) UP3 Nias, diversity is reflected in employment status, experience, education, job position, personal characteristics, and career trajectories. A work environment that manages these differences consistently can reduce feelings of marginalization. Employees

*The Effect of Inclusive Leadership and Diversity Climate on Employee....*

DOI : [10.37531/ecotal.v8i1.4196](https://doi.org/10.37531/ecotal.v8i1.4196)

who perceive fair treatment are more likely to view the organization as offering reciprocal value. Psychologically, acceptance can strengthen affective attachment; rationally, fair treatment adds reasons to remain; and normatively, positive experiences may strengthen a sense of responsibility to reciprocate organizational support through work contributions.

This finding is consistent with Hall et al. (2025), who show that the effects of diversity climate are shaped by cultural context and group composition. Diversity climate should therefore be managed as a consistent everyday experience rather than as a ceremonial program. This includes task allocation, access to training, evaluation, promotion, communication, and conflict resolution. When formal policies endorse equality but operational practices are perceived differently, the diversity climate may lose credibility and fail to generate the expected commitment.

From an HRM perspective, the results support positioning diversity management as part of a retention strategy. The organization can strengthen its diversity climate through transparent assignment criteria, proportionate learning opportunities, anti-discrimination communication, safe grievance channels, and evaluation processes based on competence and performance. These practices are especially important in organizations where one demographic group dominates, as in the present sample, which was overwhelmingly male. Demographic dominance does not automatically imply discrimination, but it does require the organization to ensure that minority employees continue to have equal access and an equal voice.

Strengthening the diversity climate also requires attention to interpersonal comfort. Fair policies may not be sufficient if daily interactions are still shaped by stereotypes or exclusion. Interventions may therefore include cross-experience mentoring, cross-functional teamwork, case-based learning, and regular dialogue about working effectively with differences. The objective is not to make employees identical, but to establish a norm that differences in background do not reduce anyone's right to respect or opportunity to contribute.

### **Simultaneous Effects and Leadership-Inclusion Integration**

The simultaneous test shows that inclusive leadership and diversity climate jointly have a significant effect on organizational commitment. This result is important because commitment cannot be explained adequately by leader behavior alone or by the work environment alone. Employees experience both at the same time. Leaders are direct representatives of the organization, whereas diversity climate is formed through policies, procedures, social interactions, and collective experiences. When these sources of experience are consistent, the organization sends a stronger message of respect, recognition, and inclusion.

Lee and Shin (2024) show that inclusive leadership can contribute to a more positive diversity climate. Although the present study did not test a mediation pathway, the significant simultaneous effect provides a basis for viewing the two predictors as interconnected elements of the same organizational system. Open leaders can strengthen the perception that the organization values diversity, while a positive diversity climate makes inclusive leadership more likely to be interpreted as an organizational value rather than a purely personal leadership style. Together, these conditions may strengthen employee attachment and willingness to continue contributing.

An  $R^2$  of 0.815 indicates that the configuration of both factors had very high explanatory power within the sample. This does not mean, however, that 81.5% of employee commitment across PLN as a whole is causally determined by these two variables. The study was conducted in a single unit with 53 respondents, and all constructs were measured through self-reported perceptions. Generalization should therefore be limited. The main strength of the finding lies in the consistent direction of the relationships and their statistical significance in the context of PT PLN (Persero) UP3 Nias, rather than in any universal claim about all company units or the energy sector.

In HRM practice, integration can be implemented through three layers of intervention. The first is leader behavior: openness, accessibility, fairness, and respect for ideas. The second is the organizational system: accountable procedures for selection, assignment, training, appraisal, and career opportunities. The third is the social climate: norms that respect differences, psychologically safe communication, and habits of cross-background collaboration. If only one layer is improved, employees may receive inconsistent signals. For example, a leader may be open while the promotion system is perceived as unfair; such inconsistency can reduce the positive effect of leadership on commitment.

The findings also position organizational commitment as an outcome that must be maintained continuously rather than measured only when turnover becomes a problem. Affective commitment can be strengthened through pride and positive relationships; continuance commitment involves perceived benefits and alternatives; and normative commitment develops through responsibility and reciprocity. Inclusive leadership and a positive diversity climate may support all three dimensions, but organizations should avoid practices that retain employees merely because alternative employment options are limited. A healthier HRM objective is to retain employees because they feel valued, are able to grow, and genuinely want to remain part of the organization.

From a policy perspective, the results point to the need for measurable inclusion indicators. Internal surveys can incorporate employees' experiences of leader openness, equal access to training, opportunities to express input, fairness in task distribution, and comfort in working with differences. These data can be compared over time and across functions without turning them into tools for punishing individuals. Through such an approach, diversity climate and inclusive leadership can be managed as part of an evidence-based HRM improvement cycle.

In service units such as UP3 Nias, stronger commitment may also have implications for the quality of external services. Employees who feel that they belong to the organization and receive appropriate support are likely to have stronger reasons to maintain coordination, discipline, and service continuity. This study did not measure performance or service quality as outcomes, so that relationship cannot be claimed empirically from the available data. Managerially, however, commitment remains relevant because service organizations depend on consistency in employee behavior when carrying out operational processes and serving customers.

**Table 7. Synthesis of Findings and HRM Strengthening Directions**

| Key Finding                                                        | Risk if Not Managed                                                 | HRM Strengthening Direction                                                                |
|--------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Inclusive leadership positively affects commitment.                | Participation may depend too heavily on individual leadership style | Institutionalize feedback forums, consultation access, and follow-up on employee input     |
| Diversity climate shows the relatively stronger effect             | Perceived unfairness may weaken employees' sense of belonging       | Increase transparency in assignments, training access, appraisal, and career opportunities |
| Both predictors explain 81.5% of commitment variance in the sample | Reliance on perceptual data may overstate observed associations     | Use periodic surveys and behavioral/retention data for triangulation                       |
| VIF 4.995 meets the <10 criterion but remains relatively high      | Predictor overlap may complicate separation of individual effects   | Reassess construct measurement and model specification in future research                  |

*Source: synthesis of the research findings and discussion, 2026.*

### Theoretical and Practical Implications

Theoretically, the study strengthens the view that organizational commitment can be understood as an outcome of both relational experiences and the broader work environment. Inclusive leadership provides an interpersonal mechanism through openness, accessibility, and involvement, while diversity climate provides a collective context of fairness, acceptance, and comfort in working with differences. The significance of both predictors indicates that an

HRM approach that evaluates leadership style without considering organizational climate may overlook an important part of the explanation for employee attachment.

Practically, management at PT PLN (Persero) UP3 Nias can maintain open communication practices while strengthening their consistency through formal mechanisms. Regular briefings can provide employees with opportunities to raise concerns, while decisions affecting task allocation and development opportunities should be accompanied by clear explanations. Leaders can also establish routines of two-way feedback so that employee involvement is not activated only when problems occur but becomes part of normal work processes.

In relation to diversity, policy should emphasize fairness of opportunity. Equality does not always mean identical treatment; it means providing opportunities that can be justified on the basis of competence, job requirements, and performance. This is particularly important when employees differ in employment status, experience, education, or job position. Transparency regarding assignment criteria, training access, rotation, and career development can reduce speculation about favoritism while strengthening the perception that the organization makes room for contributions from different groups.

The organization can also develop a simple monitoring system. Brief internal surveys on access to leaders, feeling heard, fairness, comfort in working with differences, and intention to remain can be conducted periodically. The results should be discussed at the management level as input for improvement rather than treated merely as administrative indicators. If a particular group consistently reports lower scores, management can conduct focus-group discussions or interviews to understand the underlying causes. This approach allows inclusion policies to become more data-driven and responsive to employees' actual experiences.

Future research models may incorporate mediating variables such as psychological safety, perceived organizational support, work engagement, or job satisfaction to explain how inclusive leadership and diversity climate are translated into commitment. Multi-unit research designs are also important so that variations in culture and leadership across units can be analyzed. In addition, longitudinal data would help determine whether changes in leadership practices are followed by changes in organizational commitment over time.

### **Research Limitations**

Several limitations should be considered. First, the data were obtained from a single organizational unit, so generalization to PT PLN as a whole or to other organizations should be undertaken cautiously. Second, the sample of 53 respondents is adequate for a simple regression model with two predictors, but it limits subgroup analyses based on employment status, position, age, or education. Third, all major constructs were measured using perceptual questionnaires during the same period, meaning that common method bias cannot be completely ruled out.

Fourth, the VIF value of 4.995 remains below the criterion of 10 used in the thesis, but it is close to the more conservative threshold of 5. This indicates a fairly strong relationship between inclusive leadership and diversity climate. Substantively, this association is understandable because leader behavior is an important component of employees' experience of an inclusive climate, but statistically it can make estimates of partial contributions more sensitive. Future studies should evaluate discriminant validity between the constructs and, where possible, use structural equation modeling with a more explicit measurement model.

Fifth, the study did not measure behavioral outcomes such as actual turnover, absenteeism, performance, or customer service quality. Organizational commitment therefore remains an attitudinal outcome. Future research could link commitment measures with organizational records to assess whether perceptions of inclusion and diversity also have consequences for actual retention and performance.

## CONCLUSION

The study concludes that inclusive leadership has a positive and significant effect on employee organizational commitment at PT PLN (Persero) UP3 Nias. The coefficients  $B=0.375$ ,  $t=3.066$ , and  $p=0.003$  indicate that stronger employee experiences of leader openness, availability, accessibility, and involvement are associated with higher reported organizational commitment. This finding reinforces the view that leaders function not only as directors of work but also as important shapers of employees' psychological experience of the organization.

Diversity climate also has a positive and significant effect on organizational commitment, with  $B=0.494$ ,  $t=3.760$ , and  $p<0.001$ . Compared with inclusive leadership, the standardized coefficient for diversity climate is larger, indicating that perceptions of fairness, inclusion, respect for differences, and comfort in working with diversity have a relatively stronger association with commitment in this model. Simultaneously, the two variables produced  $F=110.274$  with  $p<0.001$  and  $R^2=0.815$ , meaning that their combination explained 81.5% of the variation in organizational commitment within the sample.

The main HRM implication is the need to integrate leadership behavior with organizational systems. PT PLN (Persero) UP3 Nias is advised to maintain open communication, broaden opportunities for participation based on competence, ensure equal access to development, and strengthen transparency in assignment and evaluation processes. Inclusion should therefore extend beyond personal relationships with leaders and become a consistent organizational experience. Future studies should use broader samples, compare multiple units, apply longitudinal designs, and add mediating variables or behavioral outcomes to provide a stronger explanation of how organizational commitment is formed.

## References :

- Cachat-Rosset, G., Carillo, K., & Klarsfeld, A. (2019). Reconstructing the concept of diversity climate: A critical review of its definition, dimensions, and operationalization. *European Management Review*, 16, 863-885. <https://doi.org/10.1111/emre.12133>
- Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal*, 22(3), 250-260. <https://doi.org/10.1080/10400419.2010.504654>
- Hall, A. V., Avery, D. R., Gelfand, M. J., & McKay, P. F. (2025). Putting climate into context: How culture and composition shape the effects of diversity climate. *Organization Science*, 37(2), 729-749. <https://doi.org/10.1287/orsc.2022.16752>
- Harfian, Z.O., & Eliagus, T., & Hidayat, W.M., & Adilman, T.W. (2024). Service Quality On Electricity Customer Satisfaction: Prepay In North Gunungsitoli District. *Journal of International Multidisciplinary Research*, 2(5), 21-35. <https://doi.org/10.62504/jimr504>
- Jazuli, Y., & Vedy, N. K. (2025). Peran inclusive leadership terhadap affective organizational commitment, employee work engagement, dan innovative work behavior: Studi mediasi affective organizational commitment pada perusahaan properti di Balikpapan. *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen*, 3(3), 1-12.
- Lee, J., & Shin, H. (2024). Effects of inclusive leadership on the diversity climate and change-oriented organizational citizenship behavior. *Behavioral Sciences*, 14(6), 491. <https://doi.org/10.3390/bs14060491>
- Mor Barak, M. E. (2022). *Managing diversity: Toward a globally inclusive workplace* (5th ed.). SAGE Publications.
- Perry, E. L., & Li, A. (2019). Diversity climate in organizations. In D. D. Bergh (Ed.), *Oxford research encyclopedia of business and management*. Oxford University Press. <https://doi.org/10.1093/acrefore/9780190224851.013.45>

- Purwoasih, E., & Nugrohoseno, D. (2024). Inclusive leadership: Memperkuat employee work engagement dan affective organizational commitment di perusahaan furnitur. *Jurnal Ilmu Manajemen*, 12(4), 989-1005. <https://doi.org/10.26740/jim.v12n4.p989-1005>
- Rohman, F., Wijaya, C., Mesiono, & Ananda, R. (2023). *Komitmen organisasi: analisis faktor trait kepribadian, iklim organisasi, dan kepuasan kerja*. CV Manhaji Medan.
- Waseem, M., Khan, K., Kiran, R., Bint-e-Sohrab, S., & Iqbal, M. (2024). Cultivating loyalty: The role of inclusive leadership in fostering organizational commitment through the mediating effect of psychological safety and perceived organizational support. *Journal of Facilities Management*, 23(5), 861-885. <https://doi.org/10.1108/JFM-02-2024-0023>
- Yusuf, R. M., & Syarif, D. (2017). *Komitmen organisasi: definisi, dipengaruhi dan mempengaruhi*. CV Nas Media Pustaka.
- Zalukhu, T., Waruwu, M., Mendrofa, Y., & Telaumbanua, E. (2024). IMPLEMENTASI STRATEGI PELATIHAN DALAM MENINGKATKAN KETERAMPILAN NONTEKNIS KARYAWAN UNTUK MEMENUHI TUNTUTAN BISNIS DAN MENDORONG INOVASI PADA PT PLN (PERSERO) UP3 NIAS. *Jesya*, 7(2), 1694-1702. <https://doi.org/https://doi.org/10.36778/jesya.v7i2.1602>
- Zebua, E. S. A., Telaumbanua, E., Lahagu, A. (2022). Pengaruh program keselamatan dan kesehatan kerja terhadap motivasi kerja karyawan pada PT. PLN (Persero) UP3 Nias. *Jurnal Emba*, 10(4), 1417-1435.