

## The Mediating Role of Organizational Citizenship Behavior in Integrated Diversity-Inclusion and Employee Retention: A Case Study from PT Telkom Indonesia



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**ABSTRACT:** Employee retention is a pivotal determinant of organizational resilience in competitive and multicultural industries. This study addresses a critical gap in the literature by empirically examining the mediating role of Organizational Citizenship Behavior (OCB) in the relationship between Diversity and Inclusion (D&I) initiatives and employee retention at PT Telkom Indonesia, a leading telecommunications firm in Indonesia. While existing studies predominantly focus on Western contexts, this research provides novel insights into how D&I policies operate in a non-Western, collectivist cultural setting. Utilizing a quantitative approach, data were collected from 309 employees (94.8% response rate) through structured questionnaires. Structural Equation Modeling (SEM) via AMOS software was employed to test both direct and indirect pathways. Results revealed that D&I practices exert a significant direct positive effect on employee retention ( $\beta = 0.24, p < 0.01$ ). Furthermore, OCB partially mediates this relationship, as evidenced by a robust indirect effect ( $\beta = 0.699, p < 0.001$ ) and confirmed through the Sobel test ( $t = 9.18, p < 0.05$ ). This dual-pathway mechanism underscores that inclusive workplaces not only directly enhance retention but also cultivate voluntary, prosocial behaviors (OCB)—such as helping colleagues and proactive problem-solving—which reinforce employees' emotional commitment to the organization. The findings challenge the conventional view of D&I as a standalone retention driver, advocating instead for integrated strategies that synergize inclusive policies with OCB-enhancing initiatives, such as recognizing informal contributions and fostering team-based collaboration. For practitioners, this study offers actionable frameworks for designing retention programs in multicultural industries, emphasizing the interplay between systemic inclusivity and grassroots behavioral engagement. Theoretically, it advances the D&I discourse by validating OCB's mediating role in a non-Western context, thereby contributing to cross-cultural organizational behavior literature.

**KEYWORDS:** Diversity and Inclusion, Organizational Citizenship Behavior, Employee Retention, SEM-AMOS, Telecommunications Industry

### INTRODUCTION

Human Resources (HR) serves as a critical strategic driver in fostering organizational success and sustainability (Darmawan et al., 2016). Within the contemporary digital landscape, organizational competitiveness hinges not only on technological advancement but equally on cultivating adaptive human capital capable of driving innovation and navigating disruption. Empirical evidence underscores that domain-specific competencies, coupled with proactive behavioral orientations among employees, constitute pivotal determinants in establishing sustainable competitive advantage within globalized markets (Sanjaya et al., 2024). Consequently, the implementation of systematic talent acquisition strategies to identify, attract, and retain high-potential individuals with cognitive flexibility and future-ready skill sets emerges as an organizational imperative.

Contemporary HR management faces a dual challenge: not only attracting top-tier talent but ensuring their long-term retention. The "Great Resignation" phenomenon (Nisaputra, 2022) underscores the imperative of fostering supportive workplace ecosystems that align with evolving employee expectations. Notably, employees increasingly prioritize organizational climates that institutionalize inclusivity, psychological safety, and career development equity. Empirical insights from Michael Page (Nisaputra, 2022) reveal that 74% of Asia Pacific workers report turnover intentions, with Indonesia ranking second highest (84%), trailing India (86%). These findings underscore the critical need for organizations to reorient HR strategies toward retention-centric initiatives, such as personalized career pathways and culturally responsive leadership, to mitigate attrition risks in hypercompetitive labor markets.

PT Telkom Indonesia (Persero) Tbk, hereafter referred to as Telkom Indonesia, is a state-owned enterprise (SOE) operating as Indonesia's flagship provider of integrated information, communication, and technology (ICT) solutions. Founded in 1965, the

# The Mediating Role of Organizational Citizenship Behavior in Integrated Diversity-Inclusion and Employee Retention: A Case Study from PT Telkom Indonesia

corporation has played a pivotal role in advancing the nation's digital transformation by developing cutting-edge telecommunications infrastructure and fostering inclusive digital ecosystems. Telkom Indonesia's strategic mandate aligns with Indonesia's national development agenda, emphasizing equitable access to digital services and innovation-driven economic growth. As a market leader, its operations span fixed-line, mobile, data networking, and digital services, positioning it as a critical enabler of workforce digitalization and Industry 4.0 readiness across the archipelago.

**Table 1. Number of Employees at PT Telkom and Its Subsidiaries for the Years 2021–2023**

Deskripsi	2023	2022	2021
Karyawan Telkom	7,460	8,919	8,789
Karyawan anak perusahaan	15,595	14,874	14,967
Total	23,064	23,793	23,756

Source: (telkom.co.id, 2023)

PT Telkom is also facing similar challenges. Based on the table above, it shows that there is a decrease in the number of employees which indicates a decrease in the retention rate of its employees. Employee retention provides long-term benefits. By retaining top talent, companies can reduce recruitment and training costs while maintaining the continuity of knowledge critical to innovation and organizational growth (Acar & SARNIÇ, 2024)

The attrition of high-caliber talent not only erodes institutional knowledge reservoirs but also destabilizes an organization's competitive agility in innovation-driven markets. To counteract this, firms must design retention strategies anchored in holistic ecosystems that integrate psychosocial safety nets, equitable resource distribution, and purpose-driven work alignment (Naz et al., 2020) While diversity and inclusion (D&I) initiatives are empirically correlated with enhanced creativity, decision-making efficacy, and employee retention (Acar & SARNIÇ, 2024), their impact is non-linear and mediated by latent variables. Notably, Organizational Citizenship Behavior (OCB) (Komariah et al., 2024) acts as both a mediator and moderator in this relationship, where employees' voluntary engagement in extra-role activities amplifies the efficacy of D&I policies. However, this interplay is contingent on contextual factors such as leadership authenticity and systemic bias mitigation, necessitating a contingency-based approach to retention strategy design.

Contemporary organizations increasingly recognize workforce diversity and inclusion (D&I) as a strategic priority, with empirical validation underscoring its organizational and financial impact (Roberts, 2020). This commitment is evidenced by projected global D&I expenditures reaching US\$24.3 billion by 2030 (Researchandmarkets.com, 2025), signaling a paradigmatic shift toward equity-centered organizational restructuring. Such investments predominantly target systemic barrier reduction for intersectionally marginalized groups—including ethnic/racial minorities and women—to rectify historical exclusion patterns in labor participation (Triana et al., 2021). Crucially, inclusion transcends symbolic representation; it functions as a psychosocial catalyst for fostering workplace belongingness, ensuring all employees perceive themselves as integral, equitably valued contributors to collective objectives (Dawson et al., 2024). However, the efficacy of these investments remains contingent on rigorous metrication of D&I outcomes, particularly in mitigating attrition disparities among underrepresented cohorts.

This study aims to explore the moderating role of OCB in the relationship between diversity and inclusion and employee retention at PT Telkom. This focus is relevant given the intense competition in the sector and the importance of retaining diverse and competent talent. The results are expected to make a significant contribution to the literature related to diversity, inclusion, and OCB, as well as offer practical insights for policy makers in supporting organisational sustainability.

## LITERATURE REVIEW

### Employee Retention

Employee retention, as conceptualized by Mathis and Jackson (Timsina, 2024), represents a systematic organizational endeavor to preserve human capital by mitigating voluntary turnover through targeted interventions. This construct extends beyond mere workforce maintenance; it encapsulates strategies designed to enhance role-specific proficiency, foster affective commitment, and align individual aspirations with organizational imperatives. Corroborating this, (Elsafty & Oraby, 2022) posits that retention mechanisms—such as competency development programs and purpose-driven engagement frameworks—serve dual functions: optimizing employee performance while cultivating loyalty, thereby generating mutual value for both individuals and institutions. The resultant symbiosis between skill enhancement, psychological attachment, and organizational efficacy underscores retention as a strategic imperative for sustainable competitive advantage.

Diversity, inclusion, and Organizational Citizenship Behavior (OCB) exhibit a statistically significant relationship in influencing employee retention rates. A work environment that embodies diversity and inclusion enhances employees' perception

## **The Mediating Role of Organizational Citizenship Behavior in Integrated Diversity-Inclusion and Employee Retention: A Case Study from PT Telkom Indonesia**

of being valued and fosters a sense of belonging within the organization, thereby contributing to heightened motivation and improved performance (Dawson et al., 2024). Furthermore, high levels of OCB, which encompass voluntary behaviors that extend beyond core job responsibilities to support the organization, are more likely to emerge in an inclusive work setting. Employees who demonstrate high OCB tend to exhibit greater loyalty and emotional attachment to the organization, which may consequently reduce turnover rates. Empirical research by (Fajar, 2024) indicates that organizations with robust diversity and inclusion policies experience higher employee retention rates compared to those that do not prioritize such initiatives. Consequently, the implementation of an inclusive organizational culture not only enhances employee satisfaction but also plays a pivotal role in ensuring the long-term success and sustainability of the organization.

According to (Lestari & Utami, 2024), employee retention is influenced by several key indicators, which include organizational components, career advancement opportunities, reward systems, job design, and the quality of employee relations. These factors collectively play a critical role in shaping employees' decisions to remain with an organization. Organizational components refer to the structural and cultural aspects of the workplace, while career opportunities highlight the potential for professional growth and development. Reward systems encompass both monetary and non-monetary incentives that recognize employee contributions. Job design pertains to the structuring of roles and responsibilities to ensure alignment with employee skills and interests, and employee relations emphasize the importance of fostering positive interpersonal dynamics within the workplace. Together, these indicators provide a comprehensive framework for understanding and enhancing employee retention.

### **Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) refers to the voluntary contributions of individuals within the workplace that extend beyond the formal requirements of their job roles (Liu et al., 2019). OCB encompasses behaviors such as assisting colleagues, willingly taking on additional tasks, and adhering to organizational rules and procedures without being explicitly mandated (Planer, 2019). Although OCB is discretionary and not directly tied to formal rewards, it delivers significant benefits to the organization, including enhanced teamwork, improved efficiency, and a positive work environment (Guan & Frenkel, 2019; Widarko & Anwarodin, 2022). These behaviors reflect employees' willingness to go above and beyond their core responsibilities, ultimately contributing to the overall success and sustainability of the organization.

In research conducted by (Hairani et al., 2022), Organizational Citizenship Behavior (OCB) enhances organizational functioning by encompassing a wide range of behaviors, such as active participation in corporate social activities, maintaining a conducive work environment, and proposing innovative ideas. The study further highlights that OCB significantly contributes to organizational productivity, creativity, and innovation, while simultaneously fostering a positive work culture (Podsakoff et al., 2000). Additionally, research by (Priscilla et al., 2024) identifies the primary indicators of OCB as altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. These dimensions collectively reflect employees' voluntary efforts to support their colleagues and the organization, ultimately driving organizational effectiveness and sustainability.

### **Diversitas & Inklusi**

Diversity refers to the variety of differences within a given environment, encompassing dimensions such as race, ethnicity, gender, age, sexual orientation, religion, disability, and socioeconomic background (Cox & Blake, 1991; Usman Mohideen K S, 2024). It can be categorized into primary aspects, which include inherent characteristics such as age and gender, and secondary aspects, which involve acquired or situational characteristics such as education level, marital status, and work experience (Diniarsa & Batu, 2023). Recognizing and valuing these diverse dimensions is essential for fostering an inclusive environment that leverages the unique perspectives and contributions of all individuals, ultimately enhancing organizational performance and innovation.

Diversity in the workplace offers significant benefits, such as enhanced creativity, improved problem-solving capabilities, and more effective decision-making processes (Homan et al., 2020). These advantages stem from the integration of varied perspectives, experiences, and ideas, which foster innovation and adaptability. However, diversity can also present challenges, including communication barriers, interpersonal conflicts, and difficulties in achieving team cohesion (Patnaik & Shukla, 2021). These issues often arise from differences in cultural norms, communication styles, and values. To fully harness the benefits of diversity while mitigating its challenges, organizations must implement inclusive practices, promote cultural competence, and foster open communication among employees.

Meanwhile, inclusion represents the primary objective of diversity initiatives (Dawson et al., 2024), as it involves the process of cultivating a culture where every individual feels accepted, valued, and empowered to contribute to their fullest potential. According to (Harrison et al., 2015), key indicators of inclusion encompass the equitable representation of diverse groups, the acknowledgment and appreciation of differences, and the provision of support to ensure active participation from all members. By fostering an inclusive environment, organizations can unlock the full benefits of diversity, enhancing employee engagement, innovation, and overall organizational performance.

# The Mediating Role of Organizational Citizenship Behavior in Integrated Diversity-Inclusion and Employee Retention: A Case Study from PT Telkom Indonesia

Inclusive workplaces have been empirically demonstrated to foster innovation, enhance productivity, and boost employee engagement (Topic, 2024). The relationship between diversity and Organizational Citizenship Behavior (OCB) has been a focal point of research, revealing that inclusion and a sense of belonging within diverse teams can significantly increase employees' willingness to contribute beyond their formal job responsibilities (Ullah et al., 2021). Research findings further indicate that an inclusive work environment, where employees feel valued and empowered to participate, leads to higher levels of OCB and improved employee retention (Jolly & Self, 2020). These insights underscore the critical importance of cultivating an inclusive work culture as a strategic approach to retaining a high-quality workforce and ensuring long-term organizational success.

## METHOD

The data for this research were collected through the distribution of a survey to internal employees of PT Telkom Witel NTB using Google Forms as the medium. The survey was designed with a Likert scale ranging from 1 to 5 (Hilya & Ferdian, 2024) and distributed to 326 respondents. Validity and reliability testing were conducted using reliability statistics and correlation tests, which were analyzed with the SPSS tool (Winston et al., 2024). This methodological approach ensures the robustness and accuracy of the data, providing a solid foundation for drawing meaningful conclusions and insights from the research findings.

The survey distribution was conducted over a period of two months, from November 18 to January 18. Out of the 326 targeted respondents, 309 responses were successfully collected. The respondents comprised middle to top-level employees, with a gender distribution of 53% male and 47% female. Additionally, 76% of the respondents were above the age of 30. The sample represented diverse religious backgrounds, encompassing four different religions, as well as six distinct ethnic groups, including Sasak, Samawa, Mbojo, Jawa, Sunda, and Papua. This diverse demographic profile enriches the study's findings by providing a comprehensive perspective on the impact of diversity and inclusion within the organization.

In this study, hypothesis testing was conducted using the Structural Equation Modeling (SEM) method, which involved three sequential steps. First, a Confirmatory Factor Analysis (CFA) test was performed to validate the measurement model. This was followed by an analysis of regression weights in the full model using SEM AMOS (Abdurrahman et al., 2024). Finally, the Sobel test was employed to verify the presence and significance of indirect relationships between the variables (Maria et al., 2021). This comprehensive approach ensures a robust examination of both direct and indirect effects, providing deeper insights into the relationships among the studied variables.

Confirmatory Factor Analysis (CFA) is essential for measuring the dimensions that form latent variables within the research model (Oamen, 2024; Roodhi et al., 2024). In this study, the latent variables or constructs consist of three main constructs, with a total of 31 indicators. The primary purpose of CFA is to assess the unidimensionality of the indicators that constitute each latent variable, ensuring that they accurately reflect the underlying construct (de Mesquita & Kosteljik, 2021). Following this, a full model test is conducted to evaluate the influence of exogenous variables on endogenous variables (Dong et al., 2021).

**Table 1. Recapitulation of Questionnaire Results**

Variabels	Indicators	Mean	Standard Deviation
Diversity and Inclusion	DI1	3.96763754	1.095558292
	DI2	3.990291262	1.061380616
	DI3	3.588996764	1.300352835
	DI4	3.889967638	1.078507416
	DI5	3.928802589	1.063615582
	DI6	3.990291262	1.020839472
	DI7	3.83171521	1.118395754
Organizational Citizenship Behavior	OCB1	3.818770227	1.062726114
	OCB2	3.857605178	1.083726477
	OCB3	3.860841424	1.001648286
	OCB4	3.932038835	1.024968824
	OCB5	3.941747573	1.036589463
	OCB6	3.844660194	1.140379991
	OCB7	3.938511327	1.037967099
	OCB8	4.019417476	1.025460769
	OCB9	3.912621359	1.042351202
	OCB10	3.854368932	1.007192643
	OCB11	3.870550162	1.001333537
	OCB12	3.84789644	1.047339134
	OCB13	3.834951456	1.042260475
	OCB14	3.896440129	1.017199626



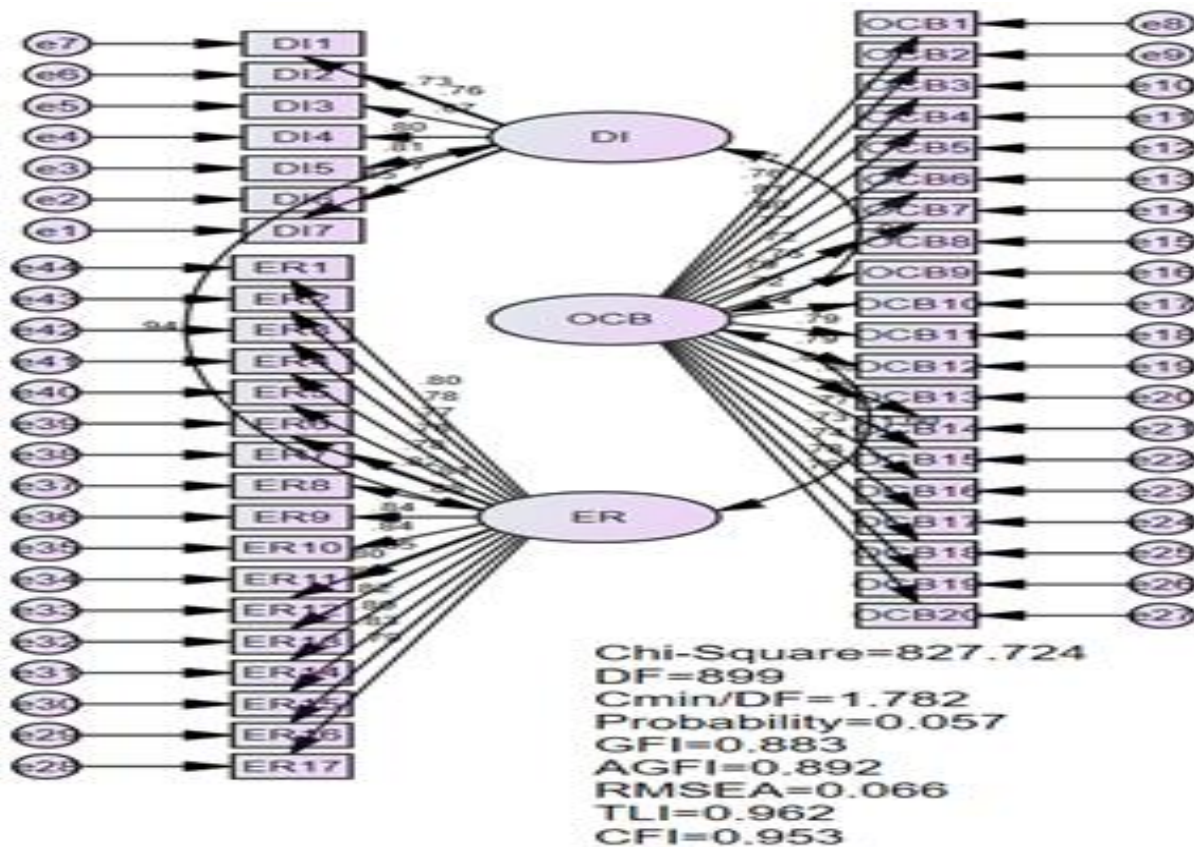
**The Mediating Role of Organizational Citizenship Behavior in Integrated Diversity-Inclusion and Employee Retention: A Case Study from PT Telkom Indonesia**

	OCB15	3.854368932	1.060578441
	OCB16	4.019417476	0.960051905
	OCB17	3.825242718	1.048442114
	OCB18	3.889967638	1.019706635
	OCB19	3.883495146	1.018985084
	OCB20	3.851132686	1.046255077
Employee Retention	ER1	3.857605178	1.037815244
	ER2	3.854368932	1.042048747
	ER3	3.948220065	0.998654161
	ER4	4.067961165	1.005783302
	ER5	3.980582524	1.03177362
	ER6	4.029126214	0.984849293
	ER7	3.951456311	1.060310915
	ER8	4.100323625	0.986746536
	ER9	3.993527508	0.99346412
	ER10	4.03236246	0.999474497
	ER11	4	0.977008421
	ER12	3.944983819	0.963733145
	ER13	3.987055016	0.990126943
	ER14	4.03236246	0.969797769
	ER15	3.987055016	1.022392502
	ER16	4.045307443	0.989171396
	ER17	3.98381877	0.941329355

Source: Results of Statistical Data Processing with Microsoft Excel, 2025

**RESULT AND DISCUSSION**

After the data was collected, a Confirmatory Factor Analysis (CFA) test was conducted. The test results are presented in figure 1, followed by the model feasibility test of the Confirmatory Factor Analysis, presented in Table 2.



**Figure 1. Results of the Confirmatory Factor Analysis (CFA) Test**  
 Source: Results of Statistical Data Processing with SEM AMOS version 22.00, 2025

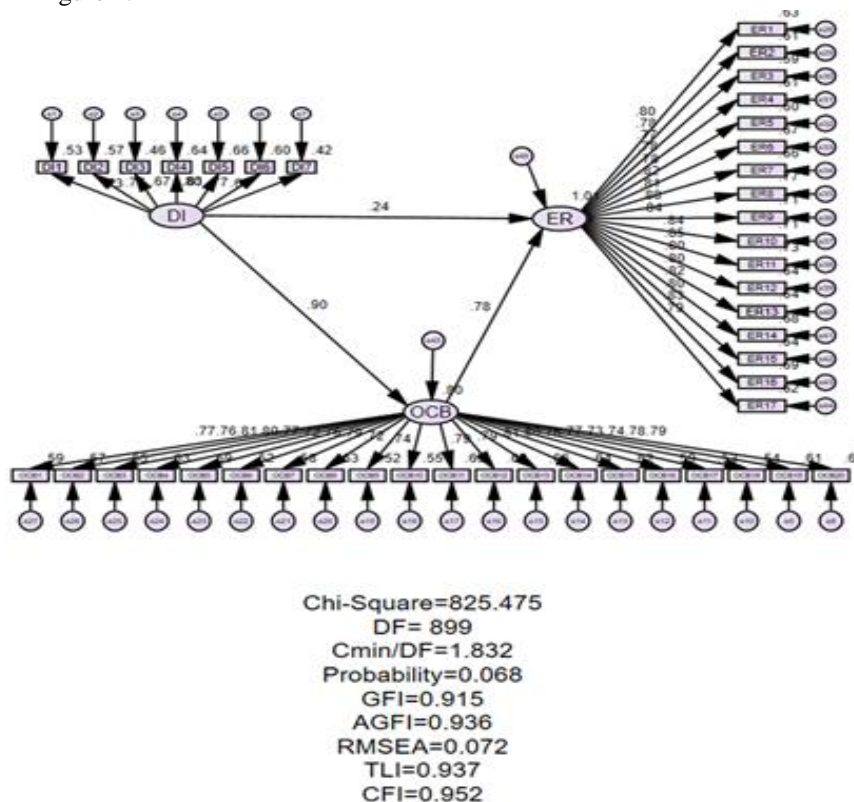
# The Mediating Role of Organizational Citizenship Behavior in Integrated Diversity-Inclusion and Employee Retention: A Case Study from PT Telkom Indonesia

**Table 2. Confirmatory Factor Analysis Model Feasibility Test Results**

Goodness Of Fit Indeks	Cut-off Value	Hasil Uji Model	Keterangan
Chi-square	Kecil (<969.8648342)	827.724	Baik
Probabilitas	≥ 0,05	0.057	Baik
RMSEA	≤ 0,08	0,066	Baik
GFI	≥ 0,90	0.883	Marjinal
AGFI	≥ 0,90	0.892	Marjinal
CMIN/DF	≤ 2,00	1.782	Baik
TLI	≥ 0,95	0.962	Baik
CFI	≥ 0,95	0.953	Baik

Source: Data processed by researchers, 2025

The results of the Confirmatory Factor Analysis (CFA) indicate that the measurement model has adequate fit with the data, as demonstrated by a chi-square value of 827.724 with a probability (p-value) of 0.057, which exceeds the 0.05 threshold, suggesting a good fit. Additional fit indices further support this conclusion: RMSEA (0.066), GFI (0.883), AGFI (0.892), CMIN/DF (1.782), TLI (0.962), and CFI (0.953), all of which meet or approach acceptable thresholds. The CFA regression weights confirm the model’s validity. Based on the goodness-of-fit table, 6 out of 8 indicators met the criteria, while 2 indicators showed marginal significance. These findings suggest that Organizational Citizenship Behavior (OCB) plays a significant mediating role in the relationship between diversity, inclusion, and employee retention. The results underscore the importance of fostering OCB to enhance retention in diverse and inclusive workplaces. Following the CFA test, a Full Model Analysis was conducted, as shown in Figure 2.



**Figure 2: Full Structural Equation Model (SEM) Test**

Source: Results of Statistical Data Processing with SEM AMOS version 22.00, 2025

## The Mediating Role of Organizational Citizenship Behavior in Integrated Diversity-Inclusion and Employee Retention: A Case Study from PT Telkom Indonesia

Generally, hypothesis testing is conducted by evaluating the critical ratio (C.R) and significance level (p-value) derived from data analysis, which are compared against predefined statistical thresholds (Esmailpour Zanjani et al., 2023). The direction of the relationship (positive or negative) is determined by the sign of the coefficient ( $\beta$ ). The required critical ratio must exceed the critical t-value of 1.965, while the probability value must be below 0.05 (Knežo et al., 2019). If the results satisfy these criteria, the proposed hypothesis is accepted; otherwise, it is rejected.

$$\text{Variabel Endogen} = \text{Variabel Eksogen} + \text{Error}$$

- Organizational Citizenship Behavior ( $\eta_1$ )  
 $= \beta (\xi_1) + \text{error}$   
 $= 0.90 \text{ Diversity and Inclusion} + 0.80$
- Retention ( $\eta_2$ )  
 $= \beta (\eta_1) + \beta (\xi_1) + \beta (\xi_2) + \text{error}$   
 $= 0.78 \text{ Organizational Citizenship Behavior} + 0.24 \text{ Diversity and Inclusion} + 1.01$

H1: Diversity and Inclusion have a significant effect on Organisational Citizenship Behaviour

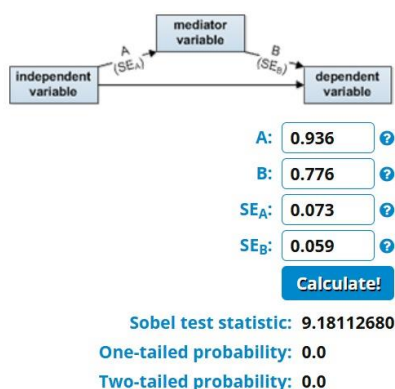
The results showed that Diversity and Inclusion has a significant effect on Organizational Citizenship Behaviour (OCB) with path value  $\beta = 0.90$ , C.R = 12.737, and  $p < 0.001$ . This finding indicates that good diversity and inclusion practices in organisations significantly increase employees' organisational citizenship behaviour. This is in line with social exchange theory (Cook et al., 2013) which states that when employees feel valued and supported through an inclusive work environment, they are likely to exhibit behaviours that support the organisation voluntarily. Thus, Diversity and Inclusion not only creates a harmonious work environment but also encourages employees to contribute more to the organisation

H2: Diversity and Inclusion have a significant effect on Employee Retention

The results showed that Diversity and Inclusion has a significant effect on Employee Retention with a path value of  $\beta = 0.24$ , C.R = 5.874, and  $p < 0.001$ . This finding confirms that good diversity and inclusion practices can improve employee retention, although the effect is smaller than OCB. This is relevant to the resource-based view theory in research (Barney, 2001) which states that an inclusive work environment is a valuable resource for organizations to retain talent. By creating a sense of attachment and job satisfaction, Diversity and Inclusion helps reduce employee turnover rates.

H3: Organizational Citizenship have a significant effect on Employee Retention

The results showed that Organizational Citizenship Behavior (OCB) has a significant effect on Employee Retention with a path value of  $\beta = 0.78$ , C.R = 13.145, and  $p < 0.001$ . This finding confirms that employees who exhibit high organizational citizenship behavior tend to have better retention rates. This is in line with organizational commitment theory (Cohen, 2007) which states that employees who voluntarily support the organization through OCB tend to have higher affective commitment, making them more likely to stay in the organization. Thus, OCB acts as a mediator that strengthens the relationship between Diversity and Inclusion and Employee Retention.



**Figure 3: Sobel Test Calculator Result**

**Source:** Results of Statistical Data Processing with SPSS Version 25.00, 2024

The results of the mediation test using the Sobel method show that the indirect effect of Diversity and Inclusion variables on Employee Retention through the mediator Organizational Citizenship Behavior is statistically significant ( $Z = 9.18$ ,  $p < 0.05$ ). The magnitude of the indirect effect of 0.699 indicates that every 1 unit increase in A, will increase B by 0.699 units through a mechanism involving Organizational Citizenship Behavior. This finding strengthens the hypothesis that Organizational Citizenship Behavior acts as a key mediator in the relationship between Diversity and Inclusion and Employee Retention variables. With the previous regression analysis showing that the direct effect of Diversity and Inclusion to Employee Retention remains significant, the mediation that occurs is partial.

# The Mediating Role of Organizational Citizenship Behavior in Integrated Diversity-Inclusion and Employee Retention: A Case Study from PT Telkom Indonesia

## CONCLUSION

The results of AMOS SEM analysis confirm that Diversity and Inclusion (D&I) has a significant effect on Employee Retention, both directly ( $\beta = 0.24$ ,  $p < 0.01$ ) and indirectly through Organizational Citizenship Behavior (OCB) ( $\beta = 0.699$ ,  $p < 0.001$ ). The Sobel test reinforces this finding with a  $t$ -value = 9.18 ( $p < 0.05$ ), indicating that OCB partially mediates the relationship between Diversity and Inclusion (D&I) and Employee Retention. The implication is that a diverse and inclusive work environment not only directly improves retention, but also builds employees' voluntary behavior (OCB) which ultimately strengthens their commitment to the company.

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## The Mediating Role of Organizational Citizenship Behavior in Integrated Diversity-Inclusion and Employee Retention: A Case Study from PT Telkom Indonesia

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## The Mediating Role of Organizational Citizenship Behavior in Integrated Diversity-Inclusion and Employee Retention: A Case Study from PT Telkom Indonesia

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