

Analysis of the Effect of Equity and Inclusion (DEI) Practice Implementation on Employee Retention Intentions with Sense of Belonging as an Intervening Variable at PT. PLN (Persero) Main Unit of East Kalimantan Region and North Kalimantan

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Abstract. Retention itself is not only about retaining the physical workforce, but also highlights how to create a work environment that embraces diversity, equity, and inclusion (DEI). DEI issues are currently attracting significant attention in the workplace, especially at global companies. This study uses a quantitative approach and a survey. Data collection uses a questionnaire administered online in the form of a Google Form to workers at PT PLN UID East and North Kalimantan. Secondary data is then obtained from articles, journals, books, or other documents related to the research theme. Data analysis uses Smart PLS. The results of the study 1) equity has a significant positive effect on retention. This means that the higher the fairness felt by employees, the higher the level of desire to remain at PT PLN UID Kaltimra; 2) inclusion has a significant positive effect on retention. This means that the higher the level of inclusion felt, the higher the level of employee desire to remain at PT PLN UID Kaltimra; 3) sense of belonging is able to mediate the effect of equity on retention. This means that the higher the fairness felt by employees, the higher their sense of belonging to the company; 4) sense of belonging is able to mediate the effect of inclusion on retention. This means that the higher the inclusion felt, the higher the sense of attachment that grows, which in turn will increase the employee's desire to remain at PT PLN UID Kaltimra.

Keywords: Equity, and Inclusion (DEI) Retention; Sense of Belonging.

1. Introduction

In a dynamic and competitive workplace, securing qualified human resources (HR) is key to an organization's productivity. Despite facing the fact that the unemployment rate in Indonesia as of February 2025 is 7.28 million, selecting qualified HR to contribute to the organization certainly presents its own challenges. Companies naturally compete to attract the best talent from that 7.28 million population. The process of selecting new workers requires numerous stages and considerations from the organization, starting from publishing open recruitment, screening candidates, conducting several tests, interviews, medical check-ups, and making offers. Beyond these stages, it's not yet mentioned that there are other procedures that differ between companies that may lengthen or shorten the recruitment process. After these lengthy stages, new workers still require training, knowledge transfer, and adaptation to the job.

The long process from recruitment to normal work requires extra costs, time and energy that must be spent by the company on advertising job vacancies, interviews and orientation of new employees. (Hammond & Coetzee, 2022; Scott et al., 2021; White, 2024). Then, the new employee still has to go through a training process to reach the productivity level of other employees, which also requires time and financial investment. (Miguel Salas-Hidalgo & Antonio Velasco-Taípe, 2024; White, 2024). In short, the recruitment process is costly because the process, from advertising to employee productivity, can be equivalent to that of other employees. Therefore, retaining qualified employees is crucial in HR management within an organization. Organizations must strategize and continuously monitor developments in the social climate within the organization through employee retention strategies to suppress and maintain employee turnover rates. Employee retention is an organizational strategy to retain potential employees and ensure their loyalty (bbakrizal). When employee retention is not well-strategized and employee turnover rates are high, it will incur indirect costs for the organization, such as reduced productivity levels that occur when positions become vacant and new employees enter. (Anthonysamy et al., 2025; Miguel Salas-Hidalgo & Antonio Velasco-Taípe, 2024), has an impact on lowering the morale of other workers to remain in the organization, which then reduces the organization's engagement and productivity. (Devassia et al., 2025; Sulamuthu & Yusof, 2018).

PT. PLN (Persero) requires employees with a high retention rate so that the company can retain the best talent in the long term, can reduce employee turnover rates and maintain the company's operational stability. However, on the other hand, a phenomenon found by researchers related to employee retention at PT. PLN (Persero) Main Unit of East Kalimantan and North Kalimantan Regions is an increase in turnover intention rates in the last three years (2023 - 2025). In 2023, the turnover intention rate was recorded at 8.7%, then increased to 10.8% in 2024, and reached 13.2% in 2025.

Retention itself is not only about retaining the physical workforce, but also highlights how to create a work environment that addresses aspects of diversity, equity, and inclusion (DEI). Currently, DEI issues are attracting significant attention in the workplace, especially in global companies. Quoting from (Hassan, 2025a). Diversity refers to the representation of various identities such as race, ethnicity, gender, age, and socioeconomic status. Furthermore, equity refers to ensuring that there are no systemic barriers or biases that perpetuate inequality.(Hassan, 2025a)Meanwhile, inclusion is a situation where diverse perspectives are valued, and every individual is respected and empowered equally.(Hassan, 2025a).

In an era of increasingly connected world through globalization, public awareness of justice and the prevailing situation continues to grow. People now realize that every human being should have an equal opportunity to determine how they live their lives. This growing awareness has resulted in new demands for organizations to equalize opportunities for every individual regardless of ethnicity, race, age, nationality, or physical condition.

2. Research Methods

This research is considered quantitative. Quantitative research employs an approach that utilizes numerical data, unlike qualitative research, which utilizes non-numerical data (Syahrizal & Jailani, 2023). Quantitative research is known for its more objective and measurable nature. In this approach, numerical data is used to describe a phenomenon and analyze the relationships between variables. Furthermore, quantitative methods allow researchers to draw conclusions from sample data and generalize them to a broader population (Kartikawati et al., 2024).

3. Results and Discussion

3.1. Characteristic Description Employees of PT PLN UID Kaltimra

The respondent data in this study is described to provide an overview of the conditions and backgrounds of the sample subjects, namely 100 employees of PT PLN UID Kaltimra. The characteristics of the respondents studied include age, gender, education, and length of service. The data collected from the questionnaire are presented in the following description:

Table Characteristics of PT PLN UID Kaltimra Employees

Characteristics	Information	Frequency	Percentage
Gender	Man	75	75.0

	Woman	25	25.0
Age	≥ 30 years	6	6.0
	31 – 40 years old	67	67.0
	41 – 50 years old	15	15.0
	>50 years	12	12.0
Education	High school or equivalent	11	11.0
	D1 – D3	36	36.0
	S1	38	38.0
	S2	15	15.0
Length of work	15 years	6	6.0
	6 – 10 years	19	19.0
	11 – 15 years	31	31.0
	16 – 20 years	25	25.0
	>20 years	19	19.0
Total		100	100%

Table above provides information that as many as 75% of PT PLN UID Kaltimra employees are male, this condition reflects the high need for field technical workers with high mobility in the energy supply industry, so that the composition of the workforce is dominated by masculine demographics. Age characteristics show that as many as 67% of PT PLN UID Kaltimra employees are aged 31 – 40 years, This indicates that the majority of PT PLN UID Kaltimra's workforce is at a productive age, mature in terms of work experience, but still has high adaptability to innovation and organizational change.

Educational characteristics show that as many as 38% of PT PLN UID Kaltimra employees have a bachelor's degree, this reflects that most of PT PLN UID Kaltimra's workforce has adequate academic qualifications to support operations, customer service, and technology adaptation in the modern electricity sector. Length of service characteristics show that as many as 31% of PT PLN UID Kaltimra employees have a work period of 11-15 years, this

reflects that almost half of the employees have a deep operational understanding, especially considering that PLN UID Kaltimra's work area continues to grow rapidly along with infrastructure development and the Indonesian Capital City (IKN).

3.2. Description of Equity, Inclusion, Sense of Belonging and Retention of Employees of PT PLN UID Kaltimra

This research involves variable *equity, inclusion, sense of belonging* and retention. To provide a general overview of these variables, a descriptive analysis is presented based on questionnaire data that has been distributed to respondents. To group the response scores for each variable, a scale range is used with the following formula:

$$\text{Hospital} = \frac{TT - TR}{\text{Scale}}$$

Information

Hospital : Scale Range

TR : ScoreLowest (1)

TT : ScoreHighest (5)

Based on the formula above, the scale range can be calculated:

$$\text{Hospital} = \frac{5 - 1}{3}$$

$$\text{Hospital} = 1.3$$

Thus the interval value can be explained as follows:

Low : 1 – 2.33

Currently : 2.34 – 3.67

Tall : 3.68 – 5.0

Details regarding respondents' perceptions for each variable are explained in the following description:

a. Equity

Table Description of Equity for PT PLN UID Kaltimra Employees

Indicator	Code	STS	TS	CS	S	SS	Mean	Criteria
Equity of Access and Opportunity	EQ1	2	13	10	43	32	3.90	Tall
	EQ2	3	11	13	46	27	3.83	Tall
Policy Transparency	EQ3	5	9	14	44	28	3.81	Tall
	EQ4	3	13	17	40	27	3.75	Tall
Recognition of Individual Needs	EQ5	2	13	10	49	26	3.84	Tall
	EQ6	4	11	17	41	27	3.76	Tall
Average							3.82	Tall

Based on table *equity* among PT PLN UID Kaltimra employees is classified as high with an average score of 3.82, which indicates the level of respondent agreement with the questionnaire. The highest indicator is fairness of access and opportunity achieved in the statement "having the same opportunities as other colleagues to develop in the organization" (mean 3.90), this proves that employees feel they have equal opportunities to develop. Meanwhile, the lowest indicator is policy transparency contained in the statement "Rules and systems in the workplace apply to everyone equally" (mean 3.75). Despite being the lowest indicator, the score remains in the high category, which indicates that the rules and systems at PT PLN UID Kaltimra have applied equally to everyone.

b. Inclusion

Table Description of Inclusion for PT PLN UID Kaltimra Employees

Indicator	Code	STS	TS	CS	S	SS	Mean	Criteria
Active Involvement	IC1	4	9	12	49	26	3.84	Tall
	IC2	4	8	11	51	26	3.87	Tall
Feeling Appreciated	IC3	2	9	13	47	29	3.92	Tall
	IC4	1	15	8	49	27	3.86	Tall
Participation in Decision Making	IC5	4	14	17	51	14	3.57	Currently
	IC6	2	11	14	51	22	3.80	Tall
Average							3.81	Tall

Based on table *inclusion* among PT PLN UID Kaltimra employees is classified as high with an average score of 3.81, which indicates the level of respondent agreement with the questionnaire. The highest indicator is the sense of appreciation achieved in the statement "Leaders and colleagues show appreciation for work results" (mean 3.92), this proves that employees feel their efforts are highly appreciated by leaders and colleagues. Meanwhile, the lowest indicator is participation in decision-making contained in the statement "given space to express opinions before decisions are made" (mean 3.57), the score is in the medium category, which indicates that the space given to express opinions before decisions are made still needs to be improved.

c. Sense of Belogging

Table Description of Sense of Belonging among PT PLN UID Kaltimra Employees

Indicator	Code	STS	TS	CS	S	SS	Mean	Criteria
Acceptance at Work	SoB1	1	13	15	52	19	3.75	Tall
	SoB2	4	8	14	55	19	3.77	Tall

Interpersonal Relationships	SoB3	4	10	18	54	14	3.64	Currently
	SoB4	5	10	11	54	20	3.74	Tall
Emotional Bond with the Organization	SoB5	3	12	11	50	24	3.80	Tall
	SoB6	1	12	10	61	16	3.79	Tall
Average							3.75	Tall

Based on table *sense of belonging* among PT PLN UID Kaltimra employees is classified as high with an average score of 3.75, which indicates the level of respondent agreement with the questionnaire. The highest indicator is the emotional bond with the organization achieved in the statement "proud to be part of the organization" (mean 3.80), this proves that the high sense of pride of employees towards the organization. Meanwhile, the lowest indicator is interpersonal relationships contained in the statement "having a positive and supportive relationship with coworkers" (mean 3.64), the score is in the moderate category, which indicates that support between coworkers is still felt to be sufficient.

d. Retention

Table Description of Retention of PT PLN UID Kaltimra Employees

Indicator	Code	STS	TS	CS	S	SS	Mean	Criteria
The Desire to Keep Working	RT1	2	10	12	59	17	3.79	Tall
	RT2	3	9	14	56	18	3.77	Tall
Loyalty to the Organization	RT3	4	8	9	67	12	3.75	Tall
	RT4	1	12	7	68	12	3.78	Tall
Commitment to Work	RT5	3	7	13	63	14	3.78	Tall
	RT6	2	11	10	59	18	3.80	Tall

Indicator	Code	STS	TS	CS	S	SS	Mean	Criteria
Average							3.78	Tall

Based on table *retention*. The average score of PT PLN UID Kaltimra employees is high, with an average score of 3.78, indicating the level of respondent agreement with the questionnaire. The highest indicator is commitment to the work achieved in the statement "motivated to continue to develop within the organization" (mean 3.80), proving that employees have the drive to advance their careers within the company. Meanwhile, the lowest indicator is loyalty to the organization, which is found in the statement "willing to work harder for the success of the organization" (mean 3.75). Despite being the lowest indicator, the score remains in the high category, indicating that employees are still willing to give their best efforts for the progress of the company.

3.3. Partial Least Squares Structural Equation Modeling (PLS-SEM) Analysis

The data analysis in this study used the Partial Least Squares Structural Equation Modeling (PLS-SEM) method to test the causal relationships between latent variables. Data processing was carried out through the SmartPLS 4 evaluation steps, which include:

1. *Convergent Validity*

The convergent validity test aims to measure the level of correlation between each indicator and its latent variable construct. Evaluation of this measurement model is conducted by examining the outer loadings and Average Variance Extracted (AVE) values for each indicator.

Table Evaluation of Outer Loadings

Variables	Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
<i>Equity</i>	EQ1	0.825	0.824	0.030	27,655	0.000
	EQ2	0.813	0.810	0.042	19,470	0.000
	EQ3	0.814	0.811	0.044	18,407	0.000
	EQ4	0.819	0.817	0.037	22,276	0.000

Variables	Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
	EQ5	0.846	0.844	0.032	26,294	0.000
	EQ6	0.827	0.825	0.039	21,157	0.000
<i>Inclusion</i>	IC1	0.849	0.848	0.033	25,930	0.000
	IC2	0.852	0.850	0.031	27,849	0.000
	IC3	0.845	0.844	0.031	27,318	0.000
	IC4	0.805	0.801	0.046	17,674	0.000
	IC5	0.804	0.802	0.039	20,701	0.000
	IC6	0.808	0.806	0.040	20,322	0.000
<i>Retention</i>	RT1	0.824	0.822	0.041	20,147	0.000
	RT2	0.812	0.808	0.047	17,132	0.000
	RT3	0.874	0.872	0.030	28,805	0.000
	RT4	0.880	0.879	0.029	30,457	0.000
	RT5	0.833	0.831	0.037	22,721	0.000
	RT6	0.838	0.834	0.044	19,058	0.000
<i>Sense of Belonging</i>	SoB1	0.834	0.833	0.032	25,671	0.000
	SoB2	0.835	0.833	0.037	22,287	0.000
	SoB3	0.824	0.820	0.042	19,852	0.000
	SoB4	0.868	0.867	0.028	31,411	0.000
	SoB5	0.810	0.808	0.043	18,884	0.000
	SoB6	0.790	0.788	0.047	16,738	0.000

Based on Table above, it can be seen that all indicators in the variables (equity, inclusion, retention, and sense of belonging) have outer loadings above 0.70. This indicates that each indicator is able to measure its latent variable well.

Table Evaluation of Average Variance Extracted (AVE)

No	Variables	AVE	Information
1	<i>Equity</i>	0.679	Valid
2	<i>Inclusion</i>	0.685	Valid
3	<i>Retention</i>	0.712	Valid
4	<i>Sense of Belonging</i>	0.684	Valid

Based on the analysis results in the table above, it can be seen that all Average Variance Extracted (AVE) values for each variable have met the required value, namely > 0.50 . This indicates that all indicators used in this study are valid in measuring and representing their respective latent variables.

2. Discriminant Validity

Discriminant validity testing is conducted to ensure that each construct or variable in the study is truly distinct and empirically unique compared to other constructs. Discriminant validity testing in this study was evaluated using cross-loading values.

Table Evaluation Cross Loading

Indicator	<i>Equity</i>	<i>Inclusion</i>	<i>Retention</i>	<i>Sense of Belonging</i>
EQ1	0.825	0.745	0.779	0.761
EQ2	0.813	0.697	0.693	0.686
EQ3	0.814	0.684	0.664	0.720

Indicator	<i>Equity</i>	<i>Inclusion</i>	<i>Retention</i>	<i>Sense of Belonging</i>
EQ4	0.819	0.691	0.618	0.653
EQ5	0.846	0.711	0.659	0.742
EQ6	0.827	0.701	0.716	0.705
IC1	0.763	0.849	0.752	0.780
IC2	0.711	0.852	0.753	0.739
IC3	0.688	0.845	0.748	0.760
IC4	0.656	0.805	0.654	0.684
IC5	0.695	0.804	0.693	0.689
IC6	0.734	0.808	0.748	0.776
RT1	0.680	0.732	0.824	0.729
RT2	0.671	0.706	0.812	0.736
RT3	0.721	0.773	0.874	0.808
RT4	0.769	0.758	0.880	0.782
RT5	0.707	0.758	0.833	0.754
RT6	0.693	0.712	0.838	0.690
SoB1	0.730	0.776	0.761	0.834

Indicator	<i>Equity</i>	<i>Inclusion</i>	<i>Retention</i>	<i>Sense of Belonging</i>
SoB2	0.686	0.708	0.743	0.835
SoB3	0.670	0.726	0.710	0.824
SoB4	0.747	0.733	0.717	0.868
SoB5	0.708	0.712	0.714	0.810
SoB6	0.747	0.774	0.766	0.790

Based on the discriminant validity test using the cross-loading method, it can be seen that the correlation value of each indicator with the intended construct/variable is higher than the correlation value of the indicator with other constructs/variables. This indicates that each latent variable in this research model has been able to predict the indicators in its block well compared to the indicator blocks of other variables, so that all indicators are declared valid and meet the established discriminant validity requirements.

3. *Cronbach's Alpha* and Composite Reliability

Reliability testing in this study was conducted to demonstrate the accuracy, consistency, and precision of the instrument in measuring the research variables. Reliability testing was measured using two parameters: Cronbach's Alpha and Composite Reliability.

Table Composite Reliability and Cronbach Alpha

Variable	<i>Composite Reliability</i>	<i>Cronbach Alpha</i>	Information
<i>Equity</i>	0.907	0.905	Reliable
<i>Inclusion</i>	0.909	0.908	Reliable
<i>Retention</i>	0.920	0.919	Reliable

<i>Sense of Belonging</i>	0.908	0.908	Reliable
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Based on the reliability test results presented in Table 4.8, it can be seen that the Composite Reliability values for all constructs are above the required limit, namely >0.70 . Furthermore, the Cronbach's Alpha value for each construct also meets the standard, namely >0.60 . This indicates that all research instruments have a high level of internal consistency. Therefore, it can be concluded that all constructs or variables in this study are reliable and suitable for further data analysis.

4. Inner Model Evaluation (Structural Model)

This evaluation was conducted to determine the level of significance of the causal relationships between latent variables and to test the research hypotheses that had been developed. The following is a visual representation of the resulting structural model.

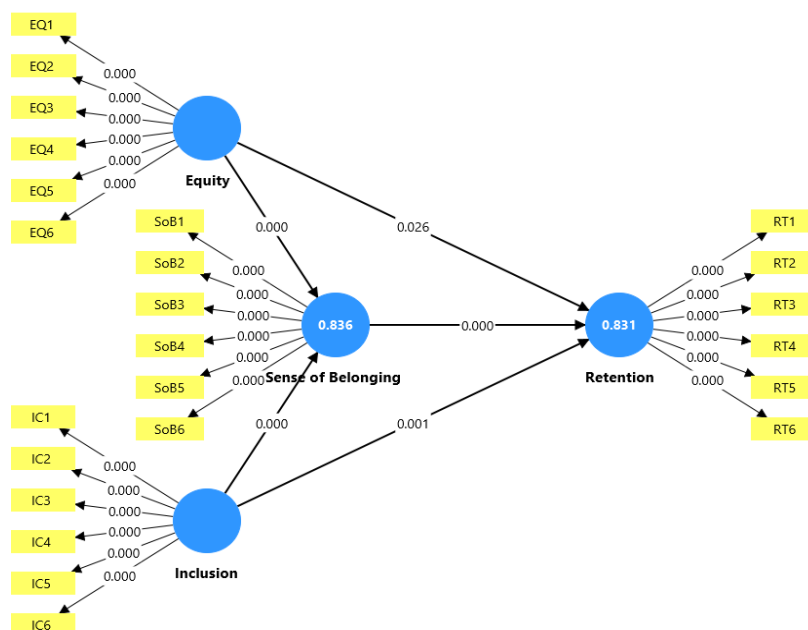


Figure *Inner Model* (Structural Model)

This test is conducted to see the causal relationship between latent variables, both exogenous and endogenous variables, as formulated in the research hypothesis by looking at the path coefficient value of the specific indirect effect, the coefficient of determination (R^2), effect size (F^2) and goodness of fit.

1. Direct Effect Hypothesis Test (Path Coefficient)

Hypothesis testing in PLS-SEM aims to determine the significance of the influence between variables by examining the Path Coefficients, T-Statistics, and P-Values from bootstrapping results. A one-way hypothesis is accepted if the T-Statistics value is > 1.65 and the P-Values are < 0.05 .

Table Path Coefficient, T-Statistics, and P-Values

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values
<i>Equity -> Sense of Belonging</i>	0.375	0.378	0.086	4,342	0.000
<i>Inclusion -> Sense of Belonging</i>	0.573	0.570	0.083	6,916	0.000
<i>Equity -> Retention</i>	0.159	0.155	0.082	1,946	0.026
<i>Inclusion -> Retention</i>	0.343	0.345	0.105	3,260	0.001
<i>Sense of Belonging -> Retention</i>	0.446	0.449	0.099	4,501	0.000

Based on Table, the results of testing the hypothesis show that:

- Equity has a significant positive effect on sense of belonging* (p-value $0.000 < 0.05$; T-statistic $4.342 > 1.65$; coefficient 0.375). This means that the higher the fairness perceived by employees, the stronger their sense of attachment and concern for PT PLN UID Kaltimra.
- Inclusion has a significant positive effect on sense of belonging* (p-value $0.000 < 0.05$; T-statistic $6.916 > 1.65$; coefficient 0.573). This means that the higher the level of inclusivity implemented by PT PLN UID Kaltimra, the higher the employee's sense of belonging to the company.
- Equity has a significant positive effect on retention* (p-value $0.026 < 0.05$; T-statistic $1.946 > 1.65$; coefficient 0.159). This means that the higher the fairness perceived by employees, the higher the level of desire to remain at PT PLN UID Kaltimra.

- d. *Inclusion has a significant positive effect on retention* (p-value $0.001 < 0.05$; T-statistic $3.260 > 1.65$; coefficient 0.343). This means that the higher the perceived level of inclusion, the higher the employee's desire to remain at PT PLN UID Kaltimra.
- e. *Sense of belonging has a significant positive effect on retention* (p-value $0.000 < 0.05$; T-statistic $4.501 > 1.65$; coefficient 0.446). This means that the higher the employee's sense of belonging to the company, the higher their desire to remain and work at PT PLN UID Kaltimra.

2. Indirect Effect Hypothesis Test (Specific Indirect Effect)

The specific indirect effect hypothesis test is conducted to determine whether the intervening variable (mediator) is able to mediate the influence of the independent variable on the dependent variable. This analysis is conducted by examining the indirect path coefficient and its significance level. The indirect effect hypothesis is declared significant if the P-value is < 0.05 and the T-statistic is > 1.96 .

Table Specific Indirect Effect

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values
<i>Equity -> Sense of Belonging -> Retention</i>	0.167	0.170	0.058	2,903	0.002
<i>Inclusion -> Sense of Belonging -> Retention</i>	0.255	0.255	0.065	3,950	0.000

Based on Table, the results of testing the hypothesis show that:

- a. *Sense of belonging is able to mediate the influence of equity on retention* (p-value $0.002 < 0.05$; T-statistic $2.903 > 1.65$; coefficient 0.167). This means that the higher the fairness perceived by employees, the higher their sense of belonging to the company. This will ultimately increase employees' desire to remain at PT PLN UID Kaltimra.
- b. *Sense of belonging is able to mediate the influence of inclusion on retention* (p-value $0.002 < 0.05$; T-statistic $2.903 > 1.65$; coefficient 0.167). This means that the higher the perceived inclusion, the higher the sense of attachment that grows, which will ultimately increase employees' desire to stay at PT PLN UID Kaltimra.

3. Coefficient of Determination (R^2)

To measure the model's ability to explain variation in the dependent variable, the Coefficient of Determination (R^2) analysis is used. This value indicates how much of the variation in the dependent variable can be explained by the regression model. The following are the results of the Coefficient of Determination (R^2) test.

Table R-Square Value

No	Variables	R-Squares	Adjusted R-Squares
1	<i>Retention</i>	0.831	0.826
2	<i>Sense of belonging</i>	0.836	0.833

Based on the analysis results, the adjusted R^2 value for the retention construct was 0.826. This means that 82.6% of the variation in employee retention can be explained by the equity, inclusion, and performance variables *sense of belonging*. The remaining 17.4% is explained by other variables outside the research model. The adjusted R^2 value of the construct *sense of belonging* of 0.833. This means that 83.3% of the variation in employee retention can be explained by equity and inclusion variables. The remaining 16.7% is explained by other variables outside the research model.

4. Effect Size(F^2)

The F^2 value is used to evaluate the substantive impact of each exogenous variable on the endogenous variable. The influence categories of the f^2 value are classified into three, namely small influence ($f^2 \geq 0.02$), medium influence ($f^2 \geq 0.15$), and large influence ($f^2 \geq 0.35$).

Table Effect Size (F^2)

Variable Relationship	<i>f Squares</i>	Substantive influence
<i>Equity -> Sense of Belonging</i>	0.228	Enough
<i>Inclusion -> Sense of Belonging</i>	0.532	Big

<i>Equity -> Retention</i>	0.032	Small
<i>Inclusion -> Retention</i>	0.121	Small
<i>Sense of Belonging -> Retention</i>	0.193	Enough

The results of the effect size test in table 4.12 show that inclusion has a relatively large substantive influence on *sense of belonging* (0.532). Then equity has a substantive influence which is quite large on *sense of belonging* (0.228), the same thing also happened to the sense of belonging which has a relatively large substantive influence on retention (0.193). Meanwhile, equity (0.032) and inclusion (0.121) have a relatively small substantive influence on retention.

5. Goodness of Fit

The Goodness of Fit test is used to validate the combined performance of the measurement model (outer model) and the structural model (inner model). The following are the results of the research model fit evaluation processed using the SmartPLS program.

Table Results of the Goodness of Fit Model Test

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.055	Fit
2	d_ULS	> 0.05	0.918	Fit
3	d_G	> 0.05	0.788	Fit
4	Chi-Square	> X ² table (df = 96; X ² table = 74.40054)	397,667	Fit
5	NFI	Approaching 1	0.821	Fit

The results of the PLS model goodness of fit test in the table above indicate an acceptable model fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

4. Conclusion

Based on the discussion in chapter IV, the following conclusions can be drawn:

- 1) The findings show that equity has a significant positive effect on retention. This means that the higher the perceived fairness of employees, the higher their desire to remain at PT PLN UID Kaltimra.
- 2) The findings show that inclusion has a significant positive effect on retention. This means that the higher the perceived level of inclusion, the higher the employee's desire to remain at PT PLN UID Kaltimra.
- 3) The findings show that *sense of belonging is able to mediate the influence of equity on retention*. This means that the higher the fairness that employees feel, the higher their sense of belonging to the company.
- 4) The findings indicate that a sense of belonging mediates the influence of inclusion on retention. This means that the greater the perceived inclusion, the greater the sense of belonging, which ultimately increases employees' desire to remain at PT PLN UID Kaltimra.

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