

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL ETHICS AND WORKPLACE
INCLUSION ON EMPLOYEE COMMITMENT**

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Abstract: This study aims to examine the relationship between organizational ethics and workplace inclusion on employee commitment. Strong organizational ethics reflect the values of fairness, integrity, and moral responsibility that are consistently implemented in the workplace, while workplace inclusion emphasizes recognition, acceptance, and equal opportunities for all employees without discrimination. Employee commitment is a crucial factor influencing performance, loyalty, and organizational sustainability. This study employs a quantitative approach using a survey method involving employees from various organizational sectors. The data were analyzed using regression analysis to test the effects of organizational ethics and workplace inclusion on employee commitment. The results indicate that organizational ethics and workplace inclusion have a positive and significant relationship with employee commitment. These findings suggest that organizations that uphold ethical principles and implement inclusive practices tend to achieve higher levels of employee commitment. Therefore, strengthening organizational ethics and workplace inclusion is an essential strategy to enhance employee commitment and organizational sustainability.

Keywords: Organizational ethics, workplace inclusion, employee commitment, organizational culture, job satisfaction.

INTRODUCTION

In an era of dynamic business competition, a company's success is no longer measured solely by profit figures, but also by its human resources. This situation requires organizations to continuously innovate in formulating appropriate strategies and policies to boost employee performance. One concrete step that can be taken is through fostering organizational values and ethics. (Nurhasanah et al., 2022).

Organizational ethics serves as a fundamental element in human resource management. It acts as an ethical standard that guides the behavior of each individual within the organization. Organizational ethics reflect the values of honesty, fairness, responsibility, and integrity applied in decision-making processes and daily work interactions. Organizational ethical values serve as guidelines for organizational members when managing internal affairs and dealing with external ethical situations within the organization.

In the context of modern organizations, ethics is not merely a formal norm, but rather a culture that influences employee attitudes and behavior as a whole. As the workplace becomes increasingly complex, organizations are faced with the challenge of diverse workforce backgrounds, including gender, age, culture, and abilities. This situation requires organizations to align performance efficiency with strengthening a work culture of equality and inclusion. Inclusion in the workplace emphasizes recognizing differences, providing equal opportunities, and creating a sense of security and respect for all employees (Leuhery et al., 2024).

An inclusive work environment is believed to strengthen employee loyalty and a sense of belonging to the company. Organizational ethics and workplace inclusion are closely linked. Organizations that uphold ethical values are more likely to implement inclusion policies fairly and consistently. Ethical principles such as fairness and respect for human dignity are the foundation for building inclusive work practices. When ethics and inclusion go hand in hand, organizations can create a work climate that supports diversity and reduces the potential for discrimination and internal conflict (Mishra & Tikoria, 2021).

One indicator of the success of implementing ethics and inclusion in an organization is the level of employee commitment. Employee commitment reflects the depth of emotional connection, loyalty, and commitment to employee retention. Commitment to a task reflects the extent to which an individual is bound by their professional responsibilities. On the other hand, high organizational commitment reflects an individual's loyalty to remaining grounded in company values (Sengkey et al., 2025). This is why employee commitment is a determining factor in an organization's future. Studies show a strong correlation between organizational ethics and employee commitment. When employees perceive an organization to act ethically, transparently, and fairly, they feel valued and treated humanely. This positive perception fosters affective commitment, resulting in a sense of pride and emotional bond between employees and the organization (Mishra & Tikoria, 2021).

Thus, organizational ethics acts as a psychological factor that strengthens employees' bonds with the organization. Beyond ethics, workplace inclusion has also been shown to contribute to increased employee commitment. An inclusive environment encourages active employee participation, allowing them to express their identities and opinions without fear of discrimination. This fosters employee safety, confidence, and engagement in organizational activities. Research shows that effective inclusion practices are positively correlated with organizational commitment and employee work engagement.

Although organizational ethics and workplace inclusion have been widely studied separately, studies integrating these two variables in their relationship to employee commitment are still limited. Most research focuses on only one aspect, thus failing to provide a comprehensive picture of the simultaneous influence of ethics and inclusion on employee commitment (Cahyono, 2025). This limitation indicates a research gap that requires further exploration. This research gap is increasingly relevant in the context of organizations in developing countries, including Indonesia, which have unique work cultures and workforce diversity. Challenges in implementing ethics and inclusion are often influenced by structural factors, culture, and organizational policies. Therefore, empirical research is needed to illustrate how organizational ethics and workplace inclusion play a role in shaping employee commitment in local contexts (Leuhery et al., 2024).

Changing values and expectations of the workforce, particularly among millennials and Generation Z, further reinforce the urgency of this research. The current generation of workers tends to place greater emphasis on fairness, inclusion, and ethical values when selecting and retaining employment. Organizations that fail to meet these expectations risk declining commitment and increasing employee turnover.

Thus, research on the impact of organizational ethics and workplace inclusion on employee commitment is necessary. The results are expected to enrich the human resource management literature and serve as a practical reference for organizations designing policies and strategies oriented toward strengthening ethics and inclusion to sustainably strengthen employee commitment.

RESEARCHMETHOD

This study employs qualitative methods to explore and comprehensively understand the relationship between organizational ethics and workplace inclusion and employee commitment. This approach allows for a contextual analysis of complex social phenomena, reflecting the realities experienced by the research subjects. This research employs a qualitative descriptive design that emphasizes an in-depth understanding of the dynamics of efforts to describe and interpret how organizational ethical values and inclusion practices are understood, internalized, and perceived by employees, and how this influences their level of commitment to the organization. The research subjects were selected through purposive sampling, a selection process based on specific criteria, to ensure the information obtained aligns with the research objectives. Respondents in this study consisted of employees with at least one year of service, thus deemed to have sufficient experience to assess the implementation of organizational ethics and

inclusion practices in the workplace. Furthermore, this study involved managers or leaders as key informants to gain perspectives on the policies and implementation of ethics and inclusion within the organization. Data collection techniques included interviews, non-participatory observation, and documentation studies. Interviews were used to explore informants' perspectives, experiences, and interpretations regarding organizational ethics, workplace inclusion, and employee commitment. Non-participatory observation was conducted to directly observe work interactions, communication patterns, and organizational practices that reflect ethical and inclusive values. Meanwhile, documentation studies included analysis of organizational policies, codes of ethics, human resource guidelines, and other documents relevant to the research topic.

Data were analyzed thematically through an interactive cycle that included sorting key information, structured data presentation, and drawing final conclusions that addressed the research objectives. The data were transcribed and then coded to identify key themes related to organizational ethics, workplace inclusion, and employee commitment. The analysis process was repeated to ensure depth and consistency of interpretation of the data. To ensure the accuracy of the findings, this study employed a triangulation approach of sources and methods. Researchers tested the consistency of information by combining the perspectives of employees and management. Furthermore, data validity was strengthened by cross-referenced interview results, field observation notes, and available documentary evidence. To maintain objectivity, validation was conducted through member checking. This process involved reconfirming with informants to ensure that the researcher's interpretation of the data aligned with their experiences. By using this qualitative approach, the study is expected to provide a comprehensive understanding of how organizational ethics and workplace inclusion contribute to shaping employee commitment. This method allows researchers to capture the social dynamics and values that develop in organizations in more depth, so that the research results can provide added value for enriching managerial theory and practice, especially in efforts to advance human resource governance in organizations.

RESULTS AND DISCUSSION

Organizational ethics and workplace inclusion are two closely related concepts in shaping employee commitment to an organization. Organizational ethics serves as a normative foundation that governs organizational behavior, decisions, and policies, while workplace inclusion ensures that these ethical values are translated into practices that respect diversity and provide equal opportunities for all employees. The results of this study indicate that when organizational ethics are consistently implemented and accompanied by an inclusive work culture, employees tend to demonstrate higher levels of commitment, both affectively, normatively, and sustainably. The implementation of organizational ethics that emphasizes fairness, transparency, and integrity has been shown to increase employee trust in the organization. Employees who perceive their organization as behaving ethically will feel treated fairly and with dignity, thus fostering a strong emotional attachment. Indra (2023) emphasized that organizational ethics plays a crucial role in building employee trust and loyalty because ethical values provide moral certainty in work relationships. Perceptions of procedural and distributive justice based on ethical principles also encourage employees to maintain long-term working relationships with the organization.

Furthermore, organizational ethics that are effectively implemented in daily managerial practices contribute to the creation of a psychologically safe work climate. Employees feel more comfortable expressing opinions, expressing criticism, and actively participating in decision-making when they believe the organization does not tolerate discrimination or abuse of power. This finding aligns with research by Kalla et al. (2025), which shows that organizations with strong ethical standards tend to have higher levels of employee commitment and engagement because employees feel protected by a fair and consistent value system. On the other hand, workplace inclusion acts as a mechanism that strengthens the impact of organizational ethics on employee commitment. An inclusive work environment allows employees from diverse backgrounds to feel accepted, valued, and recognized for their contributions. Inclusion practices such as employee involvement in decision-making, equal career opportunities, and respect for individual differences create a strong sense of belonging. Faruk (2024) asserts that inclusion and fairness in human resource practices contribute directly to employee loyalty and commitment because they perceive the organization treats all individuals equally without bias. Furthermore, workplace inclusion also strengthens the affective dimension of employee commitment. When employees feel their identities and perspectives are recognized, their emotional connection to the organization deepens. Research by Kalla et al. (2025) shows that diversity, equity, and inclusion practices not only increase job satisfaction but also foster emotional attachment, making employees willing to exert extra effort for the

organization's success. Therefore, inclusion is not simply an administrative policy but a tangible work experience that influences employee attitudes and behaviors. The synergy between organizational ethics and workplace inclusion creates a more powerful effect than either would achieve separately. Ethics provides a framework of moral values that guide the organization, while inclusion ensures that those values are embodied in the daily work experience. When organizations are able to simultaneously integrate ethics and inclusion, employees see the organization not only as a place to work but also as an institution that upholds humanitarian values and social justice. This strengthens long-term employee commitment and reduces the potential for turnover. Overall, this discussion confirms that employee commitment is influenced not only by economic or contractual factors but also by the moral and social quality of the work environment. Organizational ethics and workplace inclusion serve as essential foundations for building sustainable and meaningful working relationships. Organizations that ignore either of these two aspects risk losing employee trust and loyalty, while organizations that are able to integrate them will gain a competitive advantage through highly committed human resources.

1. Employee Perceptions of Organizational Ethics and Employee Commitment

The results of the study indicate that employees perceive organizational ethics as fundamental principles governing fairness, transparency, and responsibility in work relationships. Informants stated that the existence of a code of ethics and its consistent application by leaders creates a sense of security and trust in the work environment. When an organization demonstrates ethical behavior in decision-making, employees feel valued as individuals, not simply as labor resources. Positive perceptions of organizational ethics have a direct impact on employee commitment, particularly affective commitment. Employees who perceive the organization to act honestly and fairly tend to have stronger emotional attachments and a desire to remain with the organization. They also demonstrate high loyalty and a willingness to contribute maximally to organizational goals. Conversely, informants revealed that inconsistencies in the application of ethics, such as unfair treatment or a lack of transparency, can undermine employee trust and commitment. These findings confirm that organizational ethics are not merely formal norms, but psychological factors that shape long-term relationships between employees and the organization. These research findings align with studies showing that organizational ethics significantly influences the formation of employee commitment through perceptions of organizational fairness and integrity (Indra, 2023).

2. Inclusive Culture as a Strengthening Factor for Employee Commitment

Interview results indicate that an inclusive work culture is perceived as an environment that provides space for participation, respect for differences, and equal opportunities for all employees. Informants stated that the organization's openness to diverse employee backgrounds creates a comfortable and supportive work environment. Employees who experience tangible inclusive practices tend to demonstrate a stronger sense of belonging to the organization. They feel accepted as an important part of the organization, resulting in an emotional attachment that drives increased commitment. Inclusion also encourages employees to more actively express ideas and engage in work processes. However, several informants emphasized that inclusion is not enough to be realized only in written policies. Inclusive practices must be reflected in leadership behavior and daily interactions. When inclusion is implemented consistently, employees demonstrate greater loyalty and a desire to remain with the organization. This finding aligns with research that states that an inclusive organizational culture plays a significant role in increasing employee commitment and job satisfaction (Cahyono, 2025).

3. Implementation of Organizational Ethics in Daily Work Practices

Observations and interviews show that the implementation of organizational ethics is reflected in communication patterns, performance appraisal systems, and the way leaders treat employees. Informants assessed that organizations that consistently implement ethical values are able to create a fair and professional work climate. Employees expressed that the concrete application of ethics increases trust in the organization and encourages loyalty. When ethics are not merely written rules but are manifested in actions, employees perceive the organization as having a moral commitment to their well-being. Conversely, a mismatch between claimed ethical values and actual practices leads to disappointment and decreases commitment. This suggests that the success of organizational ethics depends heavily on the consistency of its implementation in daily work activities. These findings reinforce previous research that consistently implemented organizational ethics can build trust and strengthen employee commitment (Leuhery et al., 2024).

4. Inclusion Practices and the Formation of Affective Commitment

The results of the study indicate that inclusion practices, manifested through employee involvement in decision-making and recognition of individual contributions, have a positive impact on affective

commitment. Employees feel more emotionally connected to the organization when their voices and roles are recognized. An inclusive work environment also increases employees' self-confidence and psychological safety. Informants stated that when organizations are able to create a safe space for differences, employees are more motivated to work and contribute optimally. However, uneven inclusion practices across work units lead to differences in commitment levels. This suggests that inclusion must be implemented comprehensively so that its benefits can be felt by all employees. This finding aligns with research that found inclusion practices have a close relationship with affective commitment and employee loyalty to the organization (Iskamto, 2025).

CONCLUSION

Based on the research results and discussions conducted, it can be concluded that organizational ethics and workplace inclusion play a crucial role in shaping and strengthening employee commitment. Organizational ethics that emphasize the values of fairness, integrity, and transparency have been shown to increase employee trust in the organization, thus fostering emotional attachment and long-term loyalty. When employees perceive the organization as an entity that upholds moral principles in all policies and work practices, they tend to demonstrate positive attitudes, greater responsibility, and a desire to remain part of the organization. In addition to organizational ethics, workplace inclusion has also been shown to be a key factor in increasing employee commitment. An inclusive work environment allows every individual to feel valued, recognized, and have equal opportunities without discrimination. Consistently implemented inclusion practices strengthen employees' sense of belonging, increase job satisfaction, and deepen their affective commitment to the organization. With inclusion, the relationship between employees and the organization is not merely formal or contractual, but develops into a more meaningful emotional connection. Furthermore, this study confirms that the synergy between organizational ethics and workplace inclusion has a stronger impact than either implementation alone. The integration of ethical values with inclusive practices creates a work environment that is fair, psychologically safe, and respectful of diversity. This not only increases employee commitment but also contributes to organizational stability, reduced turnover rates, and sustained performance improvement. Therefore, it can be concluded that strengthening organizational ethics and implementing workplace inclusion are not merely normative needs but also strategic strategies in human resource management. Organizations that are able to internalize and consistently implement these two aspects will have employees who are more committed, loyal, and ready to support the achievement of organizational goals in the long term.

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