

# Role of Inclusive leadership Behavior (ILB) in Promoting Organizational Performance – A Systematic Review

**Ms. Gouri Rameshbabu Javali\***

gourirj93@gmail.com

M S Ramaiah University of Applied Sciences, Bangalore

**Dr. Madhu B K**

madhu.ms.mc@msruas.ac.in

M S Ramaiah University of Applied Sciences, Bangalore



**Article Type:** Article

**Article Citation:** Ms. Gouri Rameshbabu Javali and Dr. Madhu B K, Role of Inclusive leadership Behavior (ILB) in Promoting Organizational Performance – A Systematic Review. M.S. Ramaiah Management Review. 2024; 15(04), 60-78. DOI: 10.52184/msmr.v15i04.000

**Received date:** October 01, 2024

**Accepted date:** December 01, 2024

**\*Author for correspondence:**

Ms. Gouri Rameshbabu Javali   
gourirj93@gmail.com  M S Ramaiah  
University of Applied Sciences,  
Bangalore

## Abstract

Inclusive leadership behaviour is crucial for organizational performance because it fosters innovation, improves decision-making, boosts employee engagement, enhances problem-solving capabilities, and enhances the organization's reputation. The growing need to understand how inclusive leadership behaviour can effectively leverage organizational performance through inclusion has been the call for this study. The study aims to fill this gap by investigating the relationship between inclusive leadership behaviour and organizational performance, providing insights into the critical role leaders play in creating inclusive environments and their impact on various performance indicators. The study also focuses on the leaders' behaviours that foster inclusive leadership and the way they vary from other types of leadership styles. A systematic review of the literature is conducted, focusing on peer-reviewed journals. A total of 55 research papers and articles are carefully analyzed to select those that specifically address the relationship between inclusive leadership behaviour (ILB) and organizational performance through inclusiveness (OPI). In addition, the study proposes a conceptual framework to demonstrate the link between inclusive leadership behaviour and organizational performance through inclusiveness. Lastly, the study provides practical recommendations for organizations and HR in formulating HR practices to enhance their performance through inclusive leadership practices.

**Keywords:** Inclusive Leadership, Inclusive Leadership Behavior, Leadership Styles, and Organizational Performance

## INTRODUCTION

*“Inclusive leadership is not a destination. It’s a journey that requires humility, curiosity, and courage -Thais Compoint”*

Globalization’s rapid expansion has resulted in societies and organizations more diverse. The manner in which businesses operate and people spend their working lives is changing. Organizations are now embracing and valuing inclusion and diversity as critical components in achieving improved organizational results, owing to the growth in multicultural teams, overseas investment, as well as a shift in societal views in the workforce. Authors Nembhard and Edmondson (2006) proposed the concept of inclusive leadership and the notion has been defined as top leaders’ behaviors which demonstrate incitement and gratitude for followers’ subscriptions in the firm (Qi et al., 2019). Following that, Carmeli et al. (2010) defined “inclusive leadership as a leader that is open, available, and accessible while communicating with subordinates” and according to (Choi et al., 2017) Inclusive leaders are perpetually supportive, encourage open communication, make themselves available to their followers, as well as have an interest in the contributions of their team members

Organizations recognize that diverse staff may contribute more effectively to business operations at all levels (Kuknor, 2015; Blake, 2015; Sanyal et al., 2015). According to Roberson (2006) inclusion and diversity are two distinct sides of a similar coin. Whereas (Nair and Vohra, 2015) state that although workforce diversity has grown in favor in organizations, its twin-component inclusiveness is sometimes overlooked. Whether in study or practice, Organizational Inclusiveness is still a developing concept. Diversity rewards are as

well emerging as an organization’s trend. Diversity management (DM) has switched its emphasis in recent years to that of creating an atmosphere that is inclusive.

According to Bernardo and Ferdman (2010), the sheer existence of diversity cannot ensure that the inclusivity is present in organizational culture. Every business initiative must involve inclusion - people development. According to a Gallup poll (2017), eighty-five percent of the workforce at work are either unengaged/actively disengaged. HR practices serves the purpose of developing a skilled workforce having different capabilities in order to improve organizational effectiveness (Rao, 1987). HR practices are a lot more than policy; it’s a collection of programmes designed in improving the employee performance. As a result, developing an inclusive culture for growth is everyone’s responsibility that ought to be encouraged by HR practices. Maintaining inclusivity afloat is still considered as an HR endeavor or leadership goal. Firms spend resources and time in inclusion initiatives and training for leaders in building a culture that’s inclusive. Nevertheless, all of this, staff aren’t entirely invested in the organization (Sanyal et al., 2015) because of poor evaluation of performance, duties at work, or prospects for advancement. According to research, creating a culture that’s inclusive promotes a workplace that is healthy by reducing unpleasant parts of job. According to Sanyal et al. (2015), the culture of the organization cannot be controlled just by the board of directors and senior executives. Every one of the employees must be engaged, the precise same must be applied to organizational inclusiveness. (OI). Employees are essential stakeholders, and it is consequently their responsibility to promote and encourage inclusiveness. It is also determined by the

way the company regards and values its staff members.

Leaders can have a significant role to develop and implement various programmes in promoting inclusion in the workplace. As a complex and multidimensional built process, leadership is ubiquitous in groups and organizations (Gardner et al., 2010). This serves as one of the most important factors impacting the organization's culture and its performance (Laeque and Babar, 2016; Garca-Morales et al., 2012; Joo, 2010). Numerous investigators are familiar with different ideas about leadership that are useful to implementation in reality. Transformational leadership emphasizes joint interest and common goals between both employers and workers (Bass, 2000); servant leadership emphasizes constituent service (Greenleaf, 1977); and transactional leadership emphasizes individual goal setting, and interests (Dumdum et al., 2013). Numerous scholars pointed out that the crucial role of leader behavior for establishing as well as maintaining an environment that is inclusive and diverse (Podsiadlowski et al., 2013; Cox, 2001). Given this, neither professionals nor academics thoroughly looked at the field of Inclusive Leadership Behavior (ILB). The current research represents an effort to delve into available review of literature on Inclusive Leadership Behavior (ILB) and Organizational Performance through Inclusiveness (OPI). Based on the literature, a conceptual framework is created that investigates the leader-behavior needed for developing Organizational Performance through Inclusiveness (OPI)

The paper offers an overview of overseas scholarly viewpoints on Organizational Performance through Inclusiveness (OPI) and Inclusive Leadership Behavior (ILB). The following resources were used for

examining the literature: Sage Publications, Google Scholar, Wiley Publications Journals, Springer Science, EBSCO database, Scopus database, Science Direct Journals, and Emerald Journals. The most recent systematic review of research literature sought to answer three specific questions

Q1. In which setting has inclusiveness been studied?

Q2. Is there a connection among Inclusive Leadership Behavior (ILB) and Organizational Performance through Inclusiveness (OPI)? In what way is it measured?

Q3. What are the parameters used to measure Leadership Behavior (ILB) and Organizational Performance through Inclusiveness (OPI)?

In response to the research inquiries, the investigation presents a theoretical structure demonstrating how an Inclusive Leadership Behavior (ILB) will have an impact on Organizational Performance through Inclusiveness (OPI)?

## THEORETICAL BACKGROUND

### Organizational Inclusion

Sabharwal (2014) statistically demonstrated that diversity by itself didn't contribute to good performance of organization through inclusiveness. Yet, diversity, together with inclusion, is far better for improving performance at work. Inclusiveness is the strength that any organization can gain by incorporating diverse groups of individuals and developing them to work together. The idea of inclusiveness has been stated in a variety of ways by theorists. Miller (1998) describes inclusiveness

to the extent whereby people have been enabled and permitted to make contributions and to participate. Avery et al. (2008) credit inclusiveness to workers' opinion that their organizations make attempts to involve everyone in the business's purpose and functioning, taking into account their skills and abilities. According to Shore et al. (2011), inclusiveness pertains to a worker's view of being an important component of the company and the way they are treated, satisfies their desire for feeling of belonging and individuality. Employee engagement (EE) results from inclusiveness (Abraham, 2012). An inclusive and diversified workforce improves engagement and organizational effectiveness (Ferry, 2013). Inclusion and diversity have been identified as two of the top enablers of EE in a Sodexo engagement study (Anand, 2013).

Previous study on organizational performance inclusiveness reveals the individuals' perceptions of inclusiveness in the workplace greatly affect their performance at work and organizational commitment (Barak and Levin, 2002; Cho et al., 2008). Kanungo (2013) and Shore et al. (2011) discovered an absence of investigation as well as reports on inclusiveness in "Indian" organizational settings. The educational system places a strong focus towards inclusiveness, including impaired children learning alongside able-bodied students. Hutzler et al. (2019) and Sreenath (2008) conducted a worldwide research study on sports teachers' attitudes and self-efficacy towards student's inclusiveness with impairments. Datta et al. (2019) investigated obstacles and facilitators faced by the students who are disabled and wishing to engage in and access the atmospheres of the universities Australia and India.

When contrasted with educational facilities, the definition and depth of

inclusiveness is substantially larger when viewed from an organizational standpoint. Organizational performance inclusiveness emphasizes employees' sense of belonging and their involvement in every day corporate procedures. Experimental investigation into the concept of Organizational Performance through Inclusiveness (OPI) could prove to be a promising field of study in the years to come. Multiple researchers from around the world studied inclusiveness and its relationship to different features in an organizational context. According to Shore et al. (2011), variables like locus of control, personality, self-confidence, and self-esteem affects an individuals' impression of inclusiveness. Workers who operate in an inclusive culture tend to be more prepared to push themselves further than what is expected of them duties and responsibilities (Cottrill et al., 2014). Author Humberd et al. (2015) conducted empirical studies on the relationship among inclusive organizational culture and inclusive community culture. Nishii (2013) describes an inclusive workplace atmosphere with which people from every background are regarded equitably, appreciated for what they do, and taken into account in decision making.

According to Bernardo and Ferdman (2010), inclusiveness entails building a workplace atmosphere where employees actively participate, feel protected, and appreciated regardless of diverse identities within society. Wasserman et al. (2008) based their analysis on similar perspectives (Barak, 2011) and defined an inclusive culture as the one in which each person's contributions are recognized, respected, as well as utilized.

When there are unconnected experiences of social and organizational inclusivity, boundary conflicts emerge. These disconnects make it difficult for the leaders

to retain and to support minority people. Nair and Vohra (2015) examined inclusiveness and discovered potential fields of study like exploring the significance and interpretation of inclusion and diversity in the Indian context, the role of one's view of inclusiveness depending on experience, the way leader behavior facilitates inclusiveness in a culturally competent way, and the particular characteristics and behaviors needed from a leader that promote inclusiveness at work.

McLeod (2018) examined the role of inclusion and diversity in Australian law enforcement organizations. There seems to be a steady rise in the percentage of women working as policemen in the highest levels. The division is becoming more conscious that inclusiveness, instead of diversity, can contribute to excellent organizational results that include creativity, innovation, improved satisfaction with work, and efficiency (Workman-Stark, 2017). Hwang and Hopkins (2012) found involvement in the workplace as a critical factor in increasing retention and involvement of workers in 23 nations worldwide. Improved self-esteem and satisfaction with work have been associated to inclusive workplaces (Vakalahi, 2012; Acquavita et al., 2009).

## Inclusive Leadership Behavior (ILB)

A number of organisational components contribute to the creation of an inclusive culture. Like shared inclusivity knowledge (Ely and Thomas, 2011), leaders who are engaged (Nishii and Mayer, 2009), organizational values regarding diversity (Pless and Maak, 2004), and HR practices along with procedures that build a culture of inclusion. Leaders must concentrate on harnessing

differences to promote inclusion. Leaders must encourage open discussion, render norms for acceptable behavior standards more adaptable, and demonstrate an honest interest in growth and learning, while establishing a setting where individuals and organizations could benefit from a culture of inclusion and diversity (Wasserman et al., 2008). The individual contacts amongst the executives and those who work with them in a knowledge-powered workforce dictate if an inclusive culture of growth is successful or unsuccessful. . Even though leaders' roles are critical, study into what Inclusive Leadership Behavior (ILB) is and the tasks it entails is a hot topic.

The leader is a crucial role in shaping the experience of inclusion at work, according to Barak (2011). According to Wasserman et al. (2008), leaders need to involve groups and individuals in open talks, accept everyone as distinctive, model behavior to support inclusivity in culture, plus resolve grievance emerging from variety. Similarly, Shore et al. (2011) classify leader practices, methods, principles, decisions, and ideology as determinants to perceived workplace inclusiveness. To clarify Inclusive Leadership Behavior (ILB), Nishii and Mayer (2009) used LMX (leader-member exchange) concept. Turnover among workers was lower in groups of employees that were multicultural and had all followers participating in a similar extent of LMX connections with their leader.

According to Carmeli et al. (2010), inclusive leaders are those that are open and accessible to the staff members who have new ideas, and they are also that create an atmosphere of psychological safety in where people can share their views which might not always be in line with standards and norms. Whenever CEOs are approachable and accessible, workers

elevation their concerns and problems freely. Edmondson (2006) discovered components of Inclusive Leadership Behavior - availability, openness, and accessibility that are comparable to different investigations demonstrating the leaders' care and concern for the follower, that result into trust among staff members (Burke et al., 2007). Nembhard and Edmondson (2006) discovered that when leaders value and accept staff suggestions and input, they establish psychological security, allowing them to reach out and share their opinions. According to Hollander et al. (2008), functioning of leadership and followership is dependent on respect, responsiveness, acknowledgment, and responsibility in both directions. Inclusive Leadership Behavior (ILB) represents an act triggered by the leader on daily operations including developing diverse teams, dealing with situations of crisis, directing change, and dealing with disparities and constraints. All of this comes with consideration for other people, acknowledgment of their contributions, and response to them. Several writers (Carmeli et al., 2010; Nishii and Mayer, 2009) discovered inclusive leader behaviors, however less connect them to an inclusive workplace. Authentic leadership is being a precursor to Organizational Inclusiveness. As a result, the framework of this model may be verified through empirical evidence in the future (Cottrill et al., 2014)

Researchers investigated whether management behavior influences workplace inclusiveness. Arguably the most important indications of inclusiveness is support from management and trust. According to Sharkie (2009), employees must have a substantial amount of trust in their manager in order to foster sharing of knowledge inside the organization, build interpersonal relationships, and encourage cooperation.

According to study results on leader behaviors, impolite supervising behaviors reduce satisfaction with work, self-efficacy, organizational commitment, and elevate stress and anxiety amongst employees (Ashforth, 1994; Tepper, 2000).

Authors Gotsis and Grimani (2016) investigated servant leadership as probable determinant of inclusion in workplace and diversity success. As per Boekhorst (2015), honest leadership fosters inclusiveness. According to research, a leader that practices authentic leadership resembles an inclusive leader (Srivastava and Dhar, 2017). Some methods used to foster inclusiveness include role modelling through transmission, duplicating inclusive behavior through supporters, and investigating the connection among inclusion and diversity. Several theories of leadership geared towards inclusivity have been criticized towards hierarchical leadership perspectives. Ryan (2006) states that procedures of inclusive leadership need to be organized appropriately. It would aid in overcoming reluctance to move towards more inclusiveness concepts and practices.

Servant leadership was related to Inclusive Leadership Behavior (ILB) by Salib (2014). A comprehensive examination of the scientific research looked into the parallels between servant leadership and Inclusive Leadership Behavior (ILB). Servant leadership, for example, promotes organizational effectiveness, develops communication, and collaboration and results in citizenship behavior between workers. Van Dierendonck (2011) united all of the interpretations of servant leadership by defining 6 key traits: developing and empowering others, humility, interpersonal approval, stewardship, authenticity, and offering direction. A few of these features are comparable to the framework described

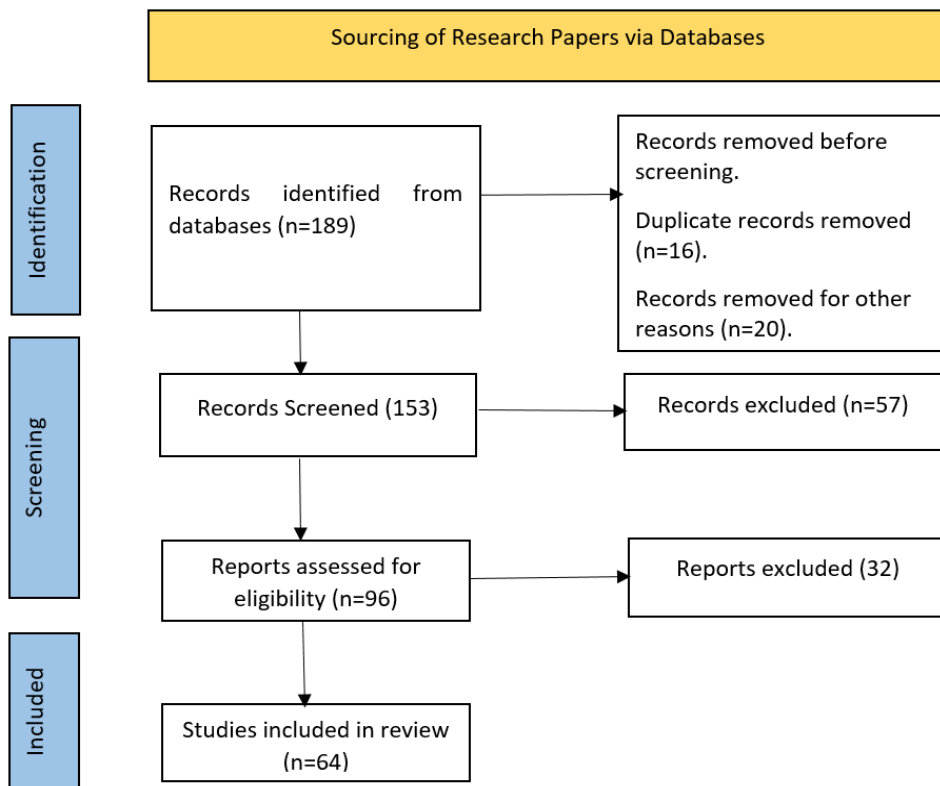
within Inclusive Leadership Behavior (ILB) study. Interpersonal and team outcomes are shared by both inclusivity and servant leadership. Nevertheless, an empirical investigation is needed to demonstrate the relationship among servant leadership and Inclusive Leadership Behavior (ILB).

## Research Methodology

Garrard’s (2004) guiding procedures were used to perform a systematic literature review. A review matrix was developed to aid in the extraction of organized information from the literature. The procedure consisted of three phases. First, the study conducted a generic search on “Google

Scholar” using the phrase “Organizational Inclusiveness, Inclusive Leadership Behavior, and Organizational Performance Inclusiveness.” Because the search results were so many, the study limited the investigation to peer-reviewed journals. Science Direct Journals, Wiley Publications Journals, Emerald Journals, EBSCO database, Sage Publications, Springer Science, Emerald Journals, Google Scholar, and Scopus database, were among the publications.

The initial inquiry yielded a total of 189 articles. The study narrowed the search considerably by employing Boolean search words like “Inclusive Leaders, Inclusive Leadership Behavior, Organizational Performance through Inclusiveness”, and



**FIGURE 1.** PRISMA Flow Diagram of the Study

“leadership styles”. Please refer the **Figure 1** below for more information.

The review database contains 20 publications (Highly Relevant from 2023-2015) related to Inclusive leadership and Organizational Inclusiveness. Other studies relevant to generic cultural features,

leadership styles, learning organizations, and more are referred to throughout the study. The following heads were included in the matrix: Author’s, Name of the Journal, Title, Keywords, Key objectives, Methodology, Research Outcomes. Refer **Table 1** for the detailed Review of Literature.

Author/s and Year of Publication	Name of the Journal	Title	Keywords	Key Objectives	Methodology	Research Outcomes
Vakira, Elton, et al (2023) -Research Paper	Journal of Hospitality and Tourism Insights	“The effect of inclusive leadership on employee engagement, mediated by psychological safety in the hospitality industry”	Employee engagement, Inclusive leadership, Psychological safety, Hospitality industry.	This paper assesses the inclusive leadership and employee engagement nexus in the hospitality industry, using psychological safety as a mediator.	The study conveniently sampled 247 employees from the hospitality industry in Zimbabwe.  Descriptive and inferential statistics using SPSS version 23. Regression analysis was used.	There is a direct effect on inclusive leadership and employee engagement. Practically, if leaders avail themselves to work with employees and discuss business operations and social issues affecting them, employees will be committed to exerting more energy towards their work and productivity will be improved.
Yasin, Raheel, et al (2023) -Research Paper	Management Decision – Emerald insight	“Inclusive leadership and turnover intention: the role of follower–leader goal congruence and organizational commitment”	Inclusive leadership, Follower–leader goal congruence, Organizational commitment, Turnover intention.	Using a dual-lens of leader–member exchange (LMX) and social exchange theory (SET), this study aims to propose a conceptual model that explores the nexus between inclusive leadership and turnover intention as mediated by follower–leader goal congruence and organizational commitment.	Sample of 322 front line employees working in different banks in Pakistan. The structural equational modeling (SEM) technique was used for hypotheses testing.  Structural equation modeling (SEM) with AMOS 24 was used for testing the hypothesized model.	Inclusive leadership has a positive influence on follower–leader goal congruence which in turn has a positive influence on organizational commitment. Further, organizational commitment has a negative influence on turnover intention.  Additionally, the results lend support to the mediating effects of follower–leader goal congruence on the relationship between inclusive leadership and organizational commitment, and the mediating effect of organizational commitment on the relationship between follower–leader goal congruence and turnover intention.
Dai X and Fang Y (2023) -Article	Frontiers in Psychology	“Does inclusive leadership affect the organizational socialization of newcomers from diverse backgrounds? The mediating role of psychological capital”	Inclusive leadership, organizational socialization, psychological capital, newcomers, relationship.	This article aims to explore the influence of inclusive leadership on the organizational socialization of newcomers from diverse backgrounds, as mediated by psychological capital.	Quantitative method, Structural equation model was used by Mplus 8.3, Correlation test, EFA and CFA was used and Mediating effect analysis used.	Inclusive leadership positively affects newcomers’ organizational culture, interpersonal relationships, socialization into organizational politics and can improve employees’ job competence.  Psychological capital plays an intermediary role between inclusive leadership and the organizational culture, interpersonal relationships and socialization into organizational politics and job competence. Inclusive leaders improve newcomers’ psychological capital by encouraging and recognizing their diversity, tolerating their mistakes.
Koekmaz, Ayfer Veli, et al. (2022) -Research Paper	Human Resource Management Review	“About and beyond leading uniqueness and belongingness: A systematic review of inclusive leadership research”	Inclusive leadership, Belongingness, Uniqueness, Multi-level perspective.	To define the field in which development of a consolidated conceptualization of inclusive leadership is possible.  To understand the antecedents, mechanisms (mediators), outcomes, and contingencies (moderators) of inclusive leadership, and which underpinning theories explain the suggested relationships.	Systematic literature review, Qualitative Method, content analysis, studied both conceptual and empirical papers.  The study developed a consolidated conceptualization of inclusive leadership based on themes (N = 50), categories (N = 10) and dimensions (N = 4) identified at the end of content analysis.	Consolidated conceptualization of inclusive leadership was developed based on the findings are employee’s uniqueness, strengthening belongingness within a team, Showing appreciation, Supporting organizational efforts.  A multi-level nomological network for inclusive leadership was also developed.

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Dai X and Fang Y (2023) -Article	Frontiers in Psychology	"Does inclusive leadership affect the organizational socialization of newcomers from diverse backgrounds? The mediating role of psychological capital"	Inclusive leadership, organizational socialization, psychological capital, newcomers, relationship.	This article aims to explore the influence of inclusive leadership on the organizational socialization of newcomers from diverse backgrounds, as mediated by psychological capital.	Quantitative method, Structural equation model was used by Mplus 8.3, Correlation test, EFA and CFA was used and Mediating effect analysis used.	Inclusive leadership positively affects newcomers' organizational culture, interpersonal relationships, socialization into organizational politics and can improve employees' job competence.  Psychological capital plays an intermediary role between inclusive leadership and the organizational culture, interpersonal relationships and socialization into organizational politics and job competence. Inclusive leaders improve newcomers' psychological capital by encouraging and recognizing their diversity, tolerating their mistakes.
Korkmaz, Ayfer Veli, et al (2022) -Research Paper	Human Resource Management Review	"About and beyond leading uniqueness and belongingness: A systematic review of inclusive leadership research"	Inclusive leadership, Belongingness, Uniqueness, Multi-level perspective.	To define the field in which development of a consolidated conceptualization of inclusive leadership is possible.  To understand the antecedents, mechanisms (mediators), outcomes, and contingencies (moderators) of inclusive leadership, and which underpinning theories explain the suggested relationships.	Systematic literature review, Qualitative Method, content analysis, studied both conceptual and empirical papers.  The study developed a consolidated conceptualization of inclusive leadership based on themes (N = 50), categories (N = 10) and dimensions (N = 4) identified at the end of content analysis.	Consolidated conceptualization of inclusive leadership was developed based on the findings are employee's uniqueness, strengthening belongingness within a team, Showing appreciation, Supporting organizational efforts.  A multi-level nomological network for inclusive leadership was also developed.

Datta et al. (2019) -Research Paper	Inclusion, Equity and Access for Individuals with Disabilities	"Barriers and Enablers to Inclusion of University Students with Disabilities in India and Australia"	Barriers, Enablers, Students with disabilities, Full inclusion, University Settings.	University students in Australia and India were asked to identify the barriers and enablers.	Semi-structured interviews	The present research investigated the challenges and facilitators to access and engagement in university environments faced by students with disabilities in two distinct countries: India and Australia.
Goswami and Goswami (2018) -Research Paper	Drishtikon: A Management Journal	"Exploring the relationship between workforce diversity, inclusion and EE"	EE, workforce diversity, managerial Support, trust in leader, workplace Inclusion.	The purpose of this article is to examine the link among workplace inclusion (WI) and EE.	Quantitative	The findings show workforce diversity had substantial positive association with WI, managerial support for WI, and trust in the leader for workplace inclusion.
Gotis and Grimani (2016) -Research Paper	Journal of Management Development	"The role of servant leadership in fostering inclusive organizations"	IL, inclusive practices, stewardship, servant leadership, Climate for Inclusion.	The goal of the research is to present a framework for integrating servant leadership with employees' perceptions of inclusion.	Qualitative	The concept includes mediating processes that interfere in the indirect connection among servant leadership and inclusion climates.
Sanyal et al. (2015)-Article	Human Resource Management International Digest	"Diversity and inclusion depend on effective engagement"	Equal opportunities, Inclusion, Organizational performance, Diversity, Corporate culture.	To demonstrate the way employee inclusion leads to an inclusive and diverse climate within organizations.	A systematic Literature Review	To accomplish this, organizations must emphasize the importance of inclusion and diversity.
Humberd et al. (2015) -Research Paper	Equality, Diversity and Inclusion: An International Journal	"In our own backyard: when a less inclusive community challenges organizational inclusion"	Community, OI, organizational Effectiveness.	To gain understanding the way local society affects an organization's potential in developing an inclusive culture	In hospitals, a multi-method qualitative investigation was carried out.	The findings show how conflicts develop from disjointed experiences of organizational and societal inclusiveness These disconnects make it difficult for the leaders in retaining and supporting minority employees

Martins (2015) -Article	Human Resource Management International Digest	"HR leaders hold the key to effective DM"	---	---	NA	The hypothesis of integration between DM, organizational learning, strategic human resources management, and the function of first-line executives in workplace organizations is supported by DM drivers.
Steele and Derven (2015) -View point	Industrial and Commercial Training	"Diversity and inclusion and innovation: a virtuous cycle"	Gender, innovation, teams, leadership, globalization, diversity and inclusion	The goal of this article is to demonstrate the reciprocal relationship among inclusion and diversity and innovation, and the way each can be used to enhance the others in order to help organizations grow.	The results of insights from academics and practitioners, case studies, and the writers' professional experiences were used.	Set in relation to current business difficulties, the article offers perspectives, suggestions, and case studies on how diversity and inclusion can be used to create creative goods, services, and solutions for businesses.
Nair and Vohra (2015) -Review Paper	IIMA, Research and Publication	"Diversity and inclusion at the workplace: A review of research and perspectives"	---	To analyze the literature on inclusion and diversity in order to provide a more in-depth and sophisticated grasp of its implications and conceptualizations	Qualitative	Many academics use social identity theory, optimal distinctiveness theory, and the need for belongingness to conceptualize inclusiveness. There is much of need for research in the domains of inclusion in Indian contexts.
Jeffrey et al. (2015) -Article	Human Resource Management International Digest	"Learning and unlearning sexism in the workplace: two important barriers prevent a more inclusive environment"	---	---	N/A	Even though sexism seems to have been tolerated in work environments, it must be confronted. Supervisors across all stages have to utilize intelligence, exercise fair judgment, and engage with their female employees to determine how to level the playing field.
Salib (2014) -Doctoral Dissertation	Rutgers University-Graduate School-New Brunswick	"A model of inclusion and IL in the USA"	---	The proposed study analyses the causes and implications of inclusion in work teams.	Quantitative	The study is the first to use servant leadership as an inclusive leadership style.
Sabharwal (2014, pp. 1-21) -Research Paper	Public Personnel Management	"Is DM sufficient? organizational inclusion to further performance"	OI, diversity, DM organizational performance, Leadership.	This research emphasizes the notion of OI, which extends beyond DM, the prevalent paradigm in public administration.	The DM index (Ivanecvich and Gilbert, 2000; Pitts, 2006, 2009; Thomas, 1990) is used.	According to the research, DM only is sufficient for enhancing job performance. However, a strategy which fosters more employee inclusion through methods which take their perspectives into consideration and develops self-esteem is essential.
Nishii (2013) -Research Paper	Academy of Management Journal	"The benefits of climate for inclusion for gender-diverse groups"	Inclusion, diversity, climate	To demonstrate that interpersonal bias reduces in inclusive environments, i.e. the greater the atmosphere for inclusion, the lesser the levels of conflicts.	EFA, CFA, Mean, Standard deviations, and Correlations.	The task and relationship conflict are considerably less in gender-diverse groupings that had a strong inclusion climate compared to gender diverse groups with poor climate for inclusion.

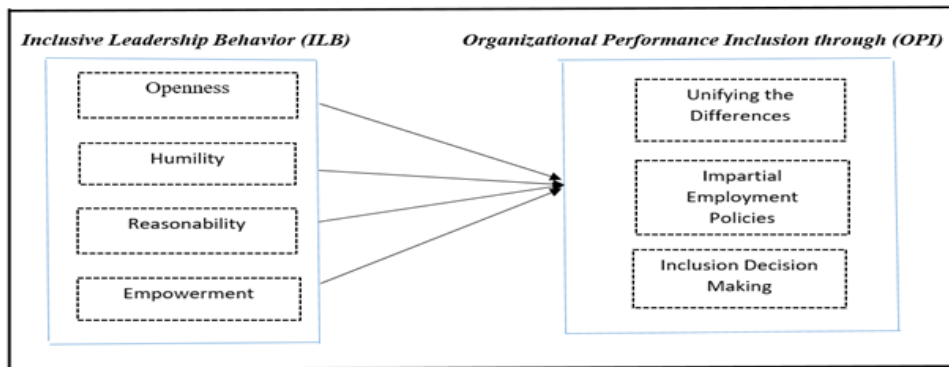
**TABLE 1:** Review of Literature (2023-2015)

## Results

The 20 publications assessed employed quantitative methods in 06 of them, qualitative methods in 06 of them. The matrix shows that various inclusion dimensions have been taken up. Organizational Performance and Inclusive Leadership scales have been established (Turnbull, 2010; Nishii, 2013). Few research have focused on the impact of community practices on Organizational Inclusiveness. The healthcare industry constituted the most notable area for Organizational Performance through Inclusiveness (OPI) and Inclusive Leadership Behavior (ILB) research worldwide. There have been only

a few investigations in the Indian context. Comprehensive interviews was perhaps the most commonly employed strategy for gathering inclusiveness experiences. The **Figure 2** below demonstrates the conceptual framework for *Inclusive Leadership Behavior (ILB) and Organizational Performance through Inclusion (OPI)*.

An organization's culture is neither static nor homogenous. It evolve as well as alter in time. According to Sathe and Davidson (2000), a cultural shift involves altering people's behavior as well as their minds. According to Schein (1983, 1985, 1992), a leader is an important factor that molds the culture. Hatch (2000) created an organizational culture transformation model that



**FIGURE 2:** Conceptual Framework of the Study

emphasizes the critical responsibilities of the follower and the leader in creating and changing organizational culture. Ott (1989) debated the function of leaders in cultural adaptation. He claimed that a leader can adjust to and drive culture through recruitment, socialization, cultural communication systems, and role modelling. Because of workforce heterogeneity, both the culture and the leader have the potential to change. As stated within the preceding text, given increasing demand for inclusiveness in the culture, a leader ought to oversee the shift and embrace inclusiveness in the work environment. The research has an immediate impact on the culture of the organization, leadership, and the well-being of staff members.

The investigation is unusual because it investigates what organizational inclusiveness entails and the way leaders may use it to boost organizational performance through inclusiveness. The definitions of inclusion and diversity vary among scholars (Konrad et al., 2005). Pless and Maak (2004) utilized concepts explicitly in their study to ensure comprehension of inclusiveness, however Blake (2015) describes diversity in diverse organizations also shows inclusiveness has an underlying effect.

Inclusion is demonstrated by diversity in action. The difference must be thoroughly and objectively investigated through the industry's standpoint in order to comprehend their viewpoint on the subject. Organizational leaders use several kinds of leadership styles, including participative and authoritarian. Nevertheless, as the workforce's diversity grows, are leaders incorporating specific inclusive practices into the way they choose for leading employees? It may be investigated using the research's provided conceptual framework. Subsequently, any practices implemented by a corporation are intended to enhance the performance of workers. However, the greater the connection between the inclusion and diversity plan and the company's primary strategy, the better or effective it will be (Church and Rotolo, 2013).

A number of studies have demonstrated the significance of top management ideology and principles related to equitable chances for employment and diversification (Nishii, Raver, and Schneider, 2005; Ragins and Cornwell, 2001). Such principles may have an immediate effect on workplace practices which promote or hinder inclusiveness (Reskin and McBrier, 2000).

According to Hollander et al. (2008), Inclusive Leadership is building

connections which accomplish goals over mutual benefit. The heart of inclusiveness, as a relational leadership style, involves “doing things with people rather than to people.” To enhance making decisions and achieve the intended outcomes and objectives, a diverse workforce supported by a leader that fosters open discussion and provides equal opportunity for input as well as output to all is essential (Kuknor, 2016). For an employee inclusiveness experience, Pless and Maak (2004) advocated that executives embrace a cooperative styles of leadership.

Prime and Salib (2014) conducted a study that related altruistic leadership to inclusiveness, team citizenship, and staff innovation. The research took place at 6 nations: Germany, Australia, Mexico, China, India, and the USA. Researchers highlighted 4 leadership behaviors which encourage inclusiveness: empowerment, humility, courage, and accountability. The majority of countries agreed as to what it means being represented for both women and men. Inequality based on gender seemed more prevalent among Indians than in nations worldwide. In India, men valued inclusivity exceeding what women did so as to foster team citizenship and employee innovation.

A leader’s empowerment behavior is demonstrated by means of assigning work, making decisions, as well as enabling those who report to them to thrive and grow. Humility as a leader included gaining knowledge from critiques, acknowledging mistakes, in addition to recognizing the contributions made by others to gain varied perspectives. **Openness** demonstrated the leader’s willingness in foregoing personal advantage to complete the task at hand. While incurring personal risks, acting upon convictions and principles shows courage. A leader holds his or her subordinates

**responsible** by empowering them as well as making them responsible and accountable for whatever outcomes they may impact (Srivastava and Dhar, 2016).

**Impartial Employment Policies** have been identified in all aspects of organizational inclusiveness (Nishii, 2013) by means of the organization’s dedication to ensuring different staff members well-distributed throughout, the employment/HR practices of the components are equally carried out, equitable promotion process, equitable evaluation of performance process, and so on. The second aspect on **unifying the differences** emphasizes that staff members feel satisfied being themselves within every unit, that the organization supports a balance between work and life, that individual differences are acknowledged, and that individuals frequently share what they know about each other as individuals. The third aspect discusses **inclusive decision making** in where worker feedback is proactively solicited; people have been enabled to decide on job-related choices on their own accord, and management in general believes that solving issues is enhanced.

## Discussions

The research suggests an association among Inclusive Leadership Behavior (ILB) and Organizational Performance through Inclusiveness (OPI) including its impact on HR practices by an examination of the available literature. The article confirms Schein’s (1983) conclusions suggesting a leader is critical for creating any culture. When leaders become more conscious of the advantages of the culture that is inclusive, they integrate the concept into organizational procedures and practices, engage in open conversations among employees,

stimulate creativity and innovation, and also pursue organizational commitment (Gotsis and Grimani, 2016; Carmeli et al., 2010). The study suggested that in the presence of diverse staff members, leaders have to develop attributes which foster an embracing and appreciative culture of heterogeneity.

The study summarized a number of scenarios where Inclusive Leadership Behavior (ILB) has been observed, like; leader characteristics (Catalyst, 2014), Inclusive Leadership Behavior (ILB) favorably effects worker behavior (Ye et al., 2018; Choi et al., 2015; Gotsis and Grimani, 2016; Hirak et al, 2012; Carmeli et al., 2010). The personal interactions and participation of the leader ought to be utilized for investigating the leader's openness, humility, responsibility, and empowerment (Catalyst, 2014). Servant leadership became a particularly frequently used substitute for inclusive leadership style (Gotsis and Grimani, 2016; Salib, 2014). In addition, the research study investigated the notion of Organizational Performance through Inclusiveness (OPI), with an emphasis on employees' sense of belonging as well as involvement in every day organizational processes. An environment of inclusiveness may be generated by modifying key organizational, departmental, and interpersonal factors that complement the conclusions from previous research (Pless and Maak, 2004; Daya, 2014).

The study emphasize the crucial role of executives in supporting workplace inclusivity. In relation to the study's topics and goals indicated in the research paper, the study investigated inclusiveness from multiple lenses. Whether it is evaluating the atmosphere of inclusiveness, reaping the advantages of inclusiveness at work, or changing the organization to support

inclusiveness. Furthermore, the research provided a framework that illustrates the link among Inclusive Leadership Behavior (ILB) and Organizational Performance through Inclusiveness (OPI). Both conceptions' characteristics were recognized in the scientific literature (Prime and Salib, 2014; Nishii, 2013), as well as their relationships was investigated. A leader's attitude of inclusion leads to in the formation of an inclusive work environment. It backs with the results of (Cottrill et al., 2014), who presented leadership to be a prerequisite for an inclusive workplace.

The study emphasizes the significance of establishing an inclusive work culture that promotes acceptance, equitable employee opportunity, worker appreciation and regard, and fosters leader behaviors that support inclusiveness.

## Avenue for future research

Regardless of the results of the study, the investigation had some limitations that leave room for further studies. To start with, the current investigation is a qualitative and descriptive in nature. The study suggests researchers to expand on the concept of Inclusiveness Leadership Behavior (ILB) with empirical evidence by interviewing leaders and those who follow them across different organizations.

The study postulated 4 Inclusiveness Leadership Behavior (ILB) characteristics: openness, humility, responsibility and empowerment. Further study might concentrate on discovering novel traits that define Inclusive Leaders Behavior (ILB) and the way it varies from different types of leadership.

Lastly, the concept of Organizational Performance Inclusiveness (OPI) can be further investigated. The relationship among an inclusive work environment as well as its effect on organizational outcomes may be investigated more for new perspectives into the evolving domain of inclusiveness.

## Practical implications

The function of leaders in creating inclusivity is critical (Pless and Maak, 2004; Carmeli et al., 2010; Ely and Thomas, 2011) As a result, its' both necessary and appropriate in improving skills and encourage inclusive behaviors in leadership. The research provides many characteristics for inclusive leadership behavior that should be embraced by businesses wishing to reap the advantages of inclusiveness in the workplace. The proposed leadership framework offers scholars and practitioners numerous chances to implement and explore across the domain of inclusiveness. According to (Hollander et al., 2008), inclusive leaders are able to be formed internally through mentorship. Modelling inclusive behavior ought to become a routine aspect of daily life. To promote inclusivity, businesses have to make investments in leadership programmes for growth. Change leaders have to adjust to the field of inclusiveness and assist supporters in replicating what they do and in their behaviors.

Furthermore, the investigation emphasizes the need of inclusive work practices, in addition to supportive leadership. Workers who feel appreciated, respected, and engaged have an immediate effect on the results of the organization. Greater positive company results occur when your corporate staff base reflects your customer base.

An inclusive place of work has many benefits. Employee engagement increases organizational commitment, satisfaction with work, company image, reduces attrition, as well as lowers levels of conflict (Steele and Derven, 2015; Daya, 2014; Nishii, 2013). It has an immediate effect on managers' ability in successfully implementing inclusiveness practices in the workplace, promoting acceptance of varied perspectives regardless of who is providing them.

Lastly, inclusiveness and a growth culture opens up previously locked doors and taps towards talent that exists in every staff member, enabling everyone to take an active role in attaining the organization's commercial goals. Whenever all individuals have identical possibilities to get involved and establish, there's less of a need for "go-to-people" for input. Nevertheless, integrating all this information collectively is difficult. According to the findings of the current investigation, a leader who is inclusive may encourage inclusion at work. Managers might thus consider a development culture that incorporates equality, acceptance, and regard for inclusiveness.

## Implications for HR Practices

Similarly, the report suggested that HR practitioners ought to plan for workforce changes and get involved in initiatives that create a workplace that is inclusive. Looking at a notion through various angles provides it maturation and lifeblood (Garavan and Carbery, 2012, 2014). Another recent developments in HR practices involves leadership and diversity (Ghosh et al., 2014). Nonetheless, little consideration is paid to growing areas like leadership, diversity, and culture, as well as the main thrust of

HR research remains training and learning. Through Inclusive Leadership Behavior (ILB), the study aimed for an additional perspective to HR practices.

Current research demonstrates that leader behavior can have a favorable influence on workplace inclusiveness. For better leader behavior and encourage diversity, HR practices practitioners might want to rethink their present practices in order to support the new type of leadership in practice (Callahan, 2007). According to Hollander et al. (2008), top executives have to view inclusiveness development and inclusion as strategic business imperatives, include them into HR practices and policies and practices, and enforce accountability at all levels of the organization. Because HR practices is an applicable scientific discipline, the study's topic findings may have implications.

## Conclusion

The present research presents prior to indications that IL characteristics promote inclusiveness practices in organizations. The study provides insight on two fresh fields of research and practice i.e. Inclusive Leadership Behavior (ILB) and Organizational Performance through Inclusiveness (OPI). The study expect that the presented conceptual framework will be used for further empirical investigation by academics in order to add to the body of knowledge.

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