



ORGANIZATIONS WITH INCLUSIVE LEADERS, WORK CULTURE AND GLOBAL PERSPECTIVE: A CONCEPTUAL ANALYSIS OF CHALLENGES AND PROSPECTS

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***Abstract** - The study focuses on issues related to inclusivity and work culture in global perspective. As there exist various perspectives and in now-a-days' competitive world, one of the foremost ethical hindrances and challenges is to bring organization at optimum level of performance through the most valued assets, the human resources. However, organizations face numerous challenges due to ethical and moral values in increasingly diverse culture. Therefore, a comprehensive framework is the need of the hour to guides organizational leaders and all the stakeholders to enhance inclusiveness at the workplace. The study deduced that organizations try to focus on attracting a diverse group of employees, but then struggle with retaining the right talent due to not having strong inclusiveness policy. Therefore, the study proposes that with inclusion, organizations can capture a competitive advantage from changing demographics across workplace and in the marketplace. The research suggests that those organizations with a highly diverse workforce if pay attention to establish an inclusive environment, are likely to be more functional than organizations without inclusivity policy. The study provides insight about fundamentals of inclusivity, and goal orientation in the global perspective.*

***Keywords:** Inclusivity, global prospective, goal orientation, culture, policy*

INTRODUCTION

Practicing inclusive leadership entails harnessing the capabilities inherent in a diverse workforce, which demands the creation of an inclusive atmosphere (Booyesen, L., 2013). This environment promotes better integration among employees and uncovers untapped potential within diversity. Such an environment is built upon clear normative principles that appreciate both the differences and commonalities among individuals (Starik et al., 2013). While each person shares their humanity, their distinctiveness sets them apart from others. The idea of diversity revolves around managing this inherent balance within different organizational and cultural settings

LITERATURE REVIEW

There exist various studies that address the issues of inclusivity, however few address the issue of inclusivity in the context of culture, and global perspective in a conceptual paradigm (George et al., 2012). When considering a culture that embodies inclusivity, we envision an organizational atmosphere that enables individuals from diverse backgrounds, mindsets, and cognitive styles to collaborate effectively and fully utilize capabilities in pursuit of organizational objectives founded on strong principles. Within such an environment, different voices can be accorded in a given a platform, diverse viewpoints, perspectives, and methodologies can be estimated, and all individuals to be motivated to contribute in their unique and meaningful ways (Pless et al., 2004). To translate such vision of inclusivity into reality, specific prerequisites must be established. In the subsequent analysis, the study presents fundamental principles that lay the groundwork for fostering conversations aimed at integrating multiple viewpoints and cultivating a culture of inclusiveness.

Through experience our existence hinges on mutual acknowledgment: human beings desire loved ones to harbor affection for each other, friends and colleagues to perceive and value qualities and actions, employers to acknowledge achievements, and our governments and fellow citizens to honor and uphold rights as free and equal members of society. The mutual acknowledgment is that humans owe to each other forms the bedrock of coexistence (Croce et al., 2007). The concept



offers us a solid philosophical foundation for a moral perspective that is simultaneously universal yet appropriately specific. Thus, it's about striking a balance between the need for individual acknowledgment as a distinct feature and the essential need for transcendent acknowledgment as a human being, encompassing inherent, and vital requirements.

Inclusive leadership is comprised of two fundamental aspects: inclusion and leadership. Inclusion involves the active participation of individuals in a work environment on multiple levels: mentally, morally, and physically (Ke et al., 2022). On the other hand, leadership, the second component, embodies the notion of collaborating with people to accomplish tasks, assignments, or purposeful endeavours, as opposed to directing them. This central aspect of inclusion anticipates employees recognizing their individuality and sense of belonging within the workplace, contributing to the achievement of organizational goals and fostering positive changes in behaviour and a proclivity for learning in the organizational context.

At the heart of any organization lies its proprietor, who shoulders the responsibility for the entire establishment, its workforce, and the working atmosphere (Gavin et al., 2004). When an organizer takes on this responsibility, they assume the mantle of a workplace leader. Leadership, within this context, revolves around amplifying the engagement of all followers toward their ultimate aims, simultaneously minimizing negative behaviors while encouraging positive conduct over time and across global boundaries through a focus on team orientation, participation, and administrative prowess (Bormann, K. C. (2017).

Two pivotal pillars uphold the concept of inclusive leadership: the first involves enhancing diverse employee engagement within the organization, while the second pertains to reshaping societal, organizational, and individual values. In an era marked by heightened intensity and widespread interconnectedness, understanding concepts from a global perspective is paramount to enhancing the reputation of any organization, in harmony with contemporary needs (Harrar et al., 2015). To pursue organizational objectives from a worldwide vantage point, an organization must embrace a varied workforce with distinct viewpoints and intellectual approaches, coupled with steadfast leadership styles that underscore inclusivity. This calls for a leader who champions inclusivity and embodies specific leadership attributes, with the onus falling squarely on the shoulders of the owner or leader (Brown, J. (2019).

A core trait is that a leader should comprehend is the art of influence rather than mere exercise of authority. Inclusive leadership fundamentally revolves around collaboration with individuals, rather than imposition upon them. It necessitates the leader's integration of employees into decision-making processes and day-to-day operations. The crux of inclusive leadership lies in addressing employees' needs, expectations, and their interpretation of the leader's actions, attitudes, and intentions. Leaders need to recognize that leadership transcends their individual role; it encompasses a shared process involving both the leader and the employees (Winston et al., 2006).

Numerous leadership skills are applicable to guide a global organization. To foster an inclusive environment, the leader must motivate a diverse workforce while aligning with the organization's culture (McCuston et al., 2004). They should be adept at crafting and implementing diversity policies, while also appreciating cultural differences and embracing commonalities. Recognizing and appreciating diversity within the organization is essential (Johns, G. (2006). Effective communication plays a pivotal role; the leader must not only possess the skill to communicate effectively but also to actively listen and observe.

Adaptability is key for a leader steering a global organization (Arena, M. J. (2018). There may be instances where an exclusive leadership style becomes necessary, although its appropriateness might not extend to the modern global context. Exclusive leadership entails concentrated power, where the leader retains decision-making authority without involving employees (Tourish, D. (2014). This approach is centred around the leader's own dominance, potentially overlooking the diversity present in the environment. Decisions are made solely by the leader, excluding input from employees (Amanchukwu et al., 2015). However, such a leadership style may not resonate well with employees within the organization.



Inclusive Leader

An inclusive leader actively strives to motivate employees toward achieving goals by cultivating an environment that facilitates seamless interaction among colleagues, fostering a sense of unity. This unity permeates in all levels of the organization, fostering decision-making that aligns with effective and efficient goal attainment (Gotsis et al., 2013).

In an era characterized by heightened intensity and global interconnectedness, grasping concepts from a global perspective is paramount to bolster an organization's standing in accordance with contemporary demands. To realize organizational objectives from a global standpoint, it is imperative for the organization to embrace a diverse workforce with distinctive perspectives and intellectual acumen, alongside leadership styles that underscore inclusiveness (Scott et al., 2022). This calls for a leader who not only champions inclusivity but also embodies specific leadership qualities, a responsibility that squarely rests with the owner or leader.

A pivotal leadership trait to comprehend is the capacity to lead through influence rather than mere authority (Haslam et al., 2020). Unlike exclusive environments, the inclusive leadership atmosphere is characterized by a greater sense of ease and a lack of distrust and fear. Inclusive leaders develop their leadership skills through their inherent personality traits and characteristics, which encompass social and interpersonal skills. The leader should possess the ability to inspire employees while providing support, irrespective of cultural differences (Kirkman et al., 2009).

There are nine prominent cultural dimensions that significantly contribute to shaping organizational culture (Jogaratham, G., 2017). The first dimension pertains to uncertainty avoidance, reflecting the degree to which leaders seek to avoid uncertainty by relying on established social norms, practices, and bureaucratic procedures. The subsequent dimension, power distance, gauges the extent to which leaders endorse hierarchical power distribution within the organization. The third dimension, institutional collectivism, assesses the level at which organizational practices encourage resource allocation and collaborative actions within groups. In-group collectivism, the fourth dimension, measures the leader's display of pride, loyalty, and cohesiveness. The fifth dimension, gender egalitarianism, indicates the extent to which an organization minimizes gender role differences while promoting gender equality. Assertiveness, the sixth dimension, evaluates how confidently leaders engage in assertive behavior and challenges within social interactions. Future orientation, the seventh dimension, encompasses the extent to which leaders engage in forward-focused behaviors like planning, investing, and nurturing employee and group satisfaction. The eighth dimension, performance orientation, examines how an organization supports performance enhancement. The final dimension, humane orientation, gauges the extent to which leaders reward employees for exhibiting behaviors that embody generosity, fairness, unselfishness, and compassion.

Institutional Competencies

It is of significance to observe that certain organizations maintain their necessary investment for their continuous enhancement, are deeply ingrained within the organizational culture (Coe et al., 2017). Typically, these organizations excel in critical domains such as strategic planning, evaluation, ongoing education and training, and the establishment of comprehensive Human Resource systems. These systems are formulated to attract, retain, and provide support for a diverse workforce. Moreover, they establish inclusive team structures, led by well-trained leaders who facilitate versatile, cross-trained managers adept in coaching, leadership, and instruction. While not an exhaustive inventory, these proficiencies are consistently evident in thriving organizations (Rzepka et al., 2021).

Breakthrough Action

Organizations are structured in a way that allows for the evaluation of performance, behaviour, and results. They actively encourage feedback as the primary form of consequence, whether it carries a positive or constructive tone. This is because they understand that feedback is a valuable tool to gauge the alignment of outcomes with established goals (Nottingham et al., 2017).

Furthermore, organizations that embrace Breakthrough Action prioritize the development of leadership skills. They recognize through practice that effective leaders are supported by



employee teams, where each member takes their individual leadership capacity seriously (Goleman, D., 2004). Additionally, these organizations reward senior staff members for their role in fostering leadership qualities within those around them.

Different aspects of inclusive leadership

The study synthesized diverse aspects of inclusive leadership, drawing insights from a range of comprehensive documents and published research papers. The objective is to gain a comprehensive grasp of the concept of inclusive leadership.

The initial facet of inclusive leadership pertains to the degree of an employee's acceptance and integration within a work system. In this context, inclusion signifies the removal of barriers that hinder complete employee participation and contribution within organizational contexts. Moreover, inclusion encompasses an individual's sense of belonging, accompanied by the incorporation of inclusive behaviours like soliciting and valuing contributions from all employees, which becomes an inherent part of the daily organizational life. This extends to the point where employees perceive that the organization actively takes steps to involve all its members in the mission and operations, honouring their unique talents.

A culture steeped in inclusion manifests when individuals from diverse social identity groups are granted the opportunity to engage, voice their perspectives, and have their input recognized while contributing to collective endeavours. On the other hand, a multicultural and inclusive organization is one in which the wealth of knowledge and viewpoints brought forth by various groups have significantly influenced the organization's strategy, operations, management systems, and core values and norms for achieving success.

Many organizations focus on attracting a diverse group of employees, but then struggle with retaining the right talent. Organizations with a highly diverse workforce that do not pay attention to an inclusive environment are likely to be more dysfunctional than organizations without a diverse staff.

Challenges and opportunities

The model of inclusive leadership elucidates the essential components that contribute to effective leadership and how these elements cultivate leaders who foster inclusivity within organizations (Leroy et al., 2022). Organizational effectiveness pertains to how adeptly an organization accomplishes its intended goals, while organizational competitiveness relates to an organization's capacity to offer services that match the standards of comparable markets, thereby maintaining competitiveness. The convergence of organizational effectiveness and competitiveness is pivotal for an organization's prosperity and its broader impact on the economy (Yang et al., 2009).

In the context of a global environment, if the leader of an organization is inevitably confronted with a range of challenges and opportunities, then applying an inclusive leadership approach would be a pragmatic strategy for addressing these challenges and making the most of the emerging prospects. Drawing insights from the cultural dimensions discussed within the section on leadership characteristics, it becomes imperative for the leader to manifest respect for the diverse spectrum of cultural preferences and beliefs embedded within the organization.

Given the diverse array of cultures coexisting within this organization, each with its distinct interpretations and endorsements of the nine cultural dimensions, the leader must be attuned to and appreciative of the variations introduced by each culture (d'Iribarne, P., 2012). Effectively employing the inclusive leadership approach within this heterogeneous group entails the leader's ability to bridge cultural gaps while concurrently embracing shared commonalities (Gallegos, P. V., 2013). This endeavor is instrumental in cultivating global organizational success.

CONCEPTUAL ANALYSIS

To establish a multicultural and inclusive organizational culture, the overarching vision should encompass and integrate the following key elements:

Creating a workplace environment that is completely devoid of any form of harassment and is firmly grounded in showing respect for every individual, whether they belong within or outside the corporation. This respect should extend regardless of factors such as gender, sex, race, social or cultural background, class, religion, disability, organizational position, lifestyle, or personal



circumstances. This principle essentially underlines the fundamental concept of mutual recognition.

Nurturing a communication culture that places inclusion and trust at its core. This entails incorporating diverse perspectives into decision-making and problem-solving processes, actively listening to and empathizing with different viewpoints, valuing contrasting opinions, promoting equitable and respectful debates, and striving to discern the most compelling arguments amid the array of perspectives.

Ensuring uniform rights and opportunities for each employee, treating every individual as a vital member of the organization with the potential to fully realize their capabilities. Fostering an environment where employees feel empowered to express their opinions openly, and where their contributions are granted legal and political recognition.

Recognizing and appreciating the distinctive contributions each employee brings, enriched by their unique perspectives, viewpoints, and ideas. Encouraging solidarity among employees and acknowledging the collective strength derived from the diverse inputs they provide.

By comprehensively addressing and embracing these foundational elements, an organizational culture genuinely can embrace multiculturalism and inclusivity and thus can be effectively fostered. However integration is the essence and for leadership it plays crucial role.

Integrative leadership

In the roles of mentor and coach, the leader assumes the responsibility of guiding employees' development by providing guidance, presenting fresh avenues for growth, and deliberating on alternative paths. In the role of a cultivator, the leader endeavours to nurture a work environment that fosters diversity and harnesses creativity. Within a team framework, this role entails acting as a moderator and facilitator, with the aim of integrating a diverse range of voices, thus incorporating them to unveil novel perspectives. This engagement in dialogue generates opportunities for collaboration, creativity, and innovation.

Competencies of inclusion

To drive change and establish a culture of inclusivity, individuals should possess specific qualities and attributes termed as inclusion competencies. These competencies equip them to effectively address challenges and capitalize on opportunities within a diverse and inclusive work environment. Acting as crucial agents, these competencies bridge the gap between established values and norms and tangible behaviours. Let's delve into this in greater detail:

Inclusion competencies stem from foundational principles, which subsequently translate into observable and quantifiable actions. These actions encompass actions like demonstrating respect and empathy, acknowledging the distinctiveness of others while upholding their equality, and expressing gratitude for diverse perspectives through active listening, understanding differing opinions, and seamlessly incorporating various voices into ongoing cultural dialogues.

Moreover, these competencies entail fostering transparent and candid communication across all interactions, nurturing participatory decision-making and problem-solving processes, and bolstering team capabilities. They also encompass demonstrating integrity and advanced moral reasoning, especially when grappling with ethical dilemmas. Embracing a cooperative and consultative leadership style is another pivotal aspect. These competencies serve as pivotal tools in sensitizing employees, managers, and leaders to behaviours that hold utmost importance in cultivating a culture anchored in inclusivity.

Inclusive leaders and workplace outcomes

Inclusive leaders possess the ability to harness the full potential of their entire workforce, contributing to their organization's success in today's intricate and diverse national and global landscape. By leveraging their adaptability, relationship-building skills, and talent development acumen, these inclusive leaders drive enhanced performance and stimulate innovation.

These leaders stand out due to the positive influence they wield on both individuals and organizations. They motivate all members to align their engagement with the organization's mission in a way that resonates with their unique qualities.



The foundation and pinnacle of Inclusive Organizations are anchored in inclusive leadership across all levels. However, it is the top leader who establishes the overarching ethos for the entire Inclusive Organization. Delving into discussions about organizational culture without considering the individuals who lead can blur the lines of accountability for shaping that culture. Inclusive Organizations are conceived and nurtured by Inclusive Leaders. To grasp an organization's culture - its essence, values, and style - look no further than the philosophy embraced by its leaders. Any shift in culture can only be orchestrated by leaders committed to driving change and equipped with the essential competencies needed to guide an organization through the transformative process.

Organization with inclusive leaders

There is a strong and influential effect of inclusive leader with the performance of organization. If inclusive leaders have strong interest than it will directly and indirectly effect the performance of organization either it will more directly captured the new markets and market shares in the future.

Inclusive leadership and Global perspective

Inclusive leadership epitomizes the epitome of effective leadership. The landscape of conducting business is undergoing metamorphosis, driven by the evolving diversity among customers and employees. The rise of the knowledge-based economy is ushering in organizational structures that veer toward flatter, less hierarchical setups. By embracing inclusivity, organizations can seize a competitive advantage by tapping into the transformative demographic shifts both in their workforce and the market.

An organization that fosters a reputation for inclusiveness acts as a magnet, attracting top-tier talent, whether hailing from emerging economies or encompassing a broader spectrum of domestic consumers. The amalgamation of diverse talents has the potential to kindle heightened creativity and propel innovation, thereby enabling organizations to distinguish themselves from their competitors.

Inclusive leaders excel at nurturing and harnessing the potential of others, with a significant emphasis on acknowledging and celebrating their accomplishments. They wholeheartedly embrace the multifaceted composition of their workforce and clientele, recognizing the inherent value in ensuring that every voice is given due consideration. The appeal of working under inclusive leaders is undeniable for employees, often prompting them to make career decisions to remain connected to these remarkable individuals.

Understanding the diversity and inclusiveness with global perspective

Leadership in the 21st-century demands that executive and their organizations move beyond diversity alone to capture the potential that comes from inclusion. If diversity is "the mix," then inclusion is making the mix work by leveraging the wealth of knowledge, insights, and perspectives in an open, trusting, and diverse workplace. Diversity in the global context can be defined as visible and invisible differences, thinking styles, leadership styles, religious background, sexual orientation, age, experience, culture etc. Inclusiveness is the quality of the organizational environment that maximizes and leverages the diverse talents, background, and perspectives of all employees.

CONCLUSION

The true value of inclusivity comes to the forefront within a culture that genuinely embraces it, showcasing numerous tangible benefits. Our main aim is to emphasize the essential nature of fostering a diverse culture centered around inclusion. As diversity spans cultural origins, religious beliefs, gender, values, and more, the core principles must transcend any limitations imposed by these factors. These principles need to possess a universal and foundational nature, capable of overcoming specific barriers to cultivating a culture of inclusion. For the establishment of a culture deeply rooted in inclusiveness, ethical consistency and integrity are paramount, alongside mutual trust. This refers to the moral integrity of individuals and the processes within an



organization. Integrity is the quality of adhering to a set of principles and commitments, even when confronted with challenges, driven by what is deemed ethically right.

In the present day, there's a growing consensus on the crucial role of establishing a robust ethical framework for international business, especially as our world becomes increasingly interconnected. It's crucial to recognize that creating an inclusive organizational environment is a formidable challenge, requiring substantial transformation that may not be devoid of challenges. Translating foundational principles into observable, measurable competencies is pivotal. These competencies serve as the foundation for various personnel processes such as recruitment, performance assessment, training, development, and compensation. We will delve deeper into these processes, as they play a pivotal role in guiding and supporting inclusive behaviours, contributing to nurturing a culture of inclusion. The study underscores that tapping into the potential benefits of a diverse workforce necessitates a comprehensive approach to diversity, beginning with a foundation of inclusion based on principles like recognition, mutual understanding, standpoint diversity, trust, integrity, and empowerment. Rethinking underlying assumptions that hinder inclusivity forms a crucial aspect of this process. In this context, leadership, decision-making, and teamwork must be redefined to foster improved employee integration. The management and personnel within organizations play a pivotal role by acknowledging the value of an inclusive culture, guiding the formulation of an inclusive vision, and implementing it through awareness-building, education, reformulating personnel processes, and systematically promoting inclusive behaviour across all organizational levels.

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