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How Does Inclusion Impact Employees in Organisations? Literature Review

Abstract:

Purpose: The purpose of this systematic literature review is to review the current state of research on the impact of inclusion in organisations on employees.

Methods and materials used: The presented analysis of the empirical literature on the impact of inclusion was undertaken utilising two databases: Scopus and the Web of Science. In addition, a manual search of prominent journals within the 'Organisational Behaviour and Human Resource Management' category was performed. A total of 166 articles resulted from the conducted literature search, with 11 studies meeting the inclusion criteria.

Main findings: Inclusion is a concept inspiring empirical research aiming to identify the positive impact of inclusiveness on employees in organisations. Empirical research indicates that inclusiveness has a positive impact on employees by stimulating their creativity, reducing turnover, increasing organisational commitment and citizenship behaviour, and improving employee well-being and self-esteem. The area that has received the most attention is inclusive leadership, but inclusive practices and, more broadly, inclusive organisations are also explored.

Principal conclusion: The research focuses on the positive impact of inclusion on an organisation's employees: their attitude, behaviour and intentions. The review has revealed that the dominant stream of research is inclusive leadership. What is lacking, however, is empirical research on how inclusion affects other stakeholders, so future studies should explore that.

Keywords:	inclusive organisation, inclusion, diversity, systematic literature review
JEL:	J11, J15, J24

1. Introduction

The only constant in life is change and the workplace is no exception. Increasing diversity can be attributed to a number of factors, including migrations as well as demographic and legislative changes (Mor Barak, 2017: 14–51; Ortiz-Ospina, Tzvetkova, Roser, 2018: 1; van Niekerk, 2019: 1–9). Diversity entails many advantages but it may also lead to tensions in the workplace (Østergaard, Timmermans, Kristinsson, 2011: 500). That is why both scientists and practitioners are exploring new ways to create an environment in which people from various backgrounds will be able to thrive and cooperate, where differences are celebrated and perceived as an asset. Research on diversity management indicates that it can be achieved by implementing inclusive practices (IP) by inclusive leaders (IL), thus creating inclusive organisations (IO).

The concept of inclusion was introduced to management sciences almost three decades ago and since then potential antecedents and consequences have been studied, with a particular focus on business benefits (Knights, Omanović, 2015: 90). Several attempts have been made to organise the body of knowledge into a theoretical framework. Firstly, in their seminal work, Shore and her colleagues (2011: 1276) proposed an 'early-stage model of antecedents and consequences of inclusion that is intended to guide future research.' That model inspired research mainly in three areas: IP, inclusive climate (IC), and IL. Shore revisited her work and subsequently presented a much more complex model of IO (Shore, Cleveland, Sanchez, 2018: 185). Many authors, drawing on those models, tried to answer the question of how inclusion impacts organisations and their employees. However, these studies are usually limited in scope and explore one component of the model. Therefore, in this literature review, I seek to collect the scattered findings and determine how those studies fit into the mentioned frameworks:

RQ1. What research streams are explored most often in relation to the impact of inclusion on organisations and employees?

Once the most prominent elements of the framework are identified, the next step is to determine the related concepts under examination. Diversity and inclusion are separate concepts, albeit interconnected, hence often collectively referenced by the DEI acronym. While there exist studies regarding the impact of diversity on organisations,

encompassing aspects such as culture (Tavakoli, 2015), employees, and performance (van Knippenberg, De Dreu, Homan, 2004), it is imperative to recognise that inclusion, being distinct from diversity, necessitates a separate exploration of its impact:

RQ2. Which aspects of organisations are affected most often by inclusion?

Since the introduction of DEI, researchers have strived to identify how DEI initiatives affect the bottom line of a company – some studies indicate that it could be profitable (Ng, Stephenson, 2015; Hofhuis, van der Rijt, Vlug, 2016), while others conclude that the outcomes are questionable at best (Brown, Juvonen, 2018; Iyer, 2022), and sometimes definitely negative (Hofhuis, Van der Zee, Otten, 2014). This has prompted a call from numerous scientists for empirical research that unequivocally illustrates tangible outcomes of inclusion (Garg, Sangwan, 2021; Mor Barak, Luria, Brimhall, 2021). Since human capital is of paramount importance to organisations nowadays, due to the advent of knowledge-based economy and constant need for innovation (Shin, Shin, 2023), the main focus of this article is how inclusion in different forms – be it inclusive leadership or inclusive practices – affects employees:

RQ3. What is the impact of inclusion on an organisation's employees?

This study is an attempt to synthesise the current state of research on the impact of inclusion on organisations. The next part of the article summarises the current discourse regarding inclusion in organisations and the streams of research that can be identified. It is followed by the methodology description and results of the systematic literature review. In the conclusion of the article, some limitations of the study as well as recommendations for future studies are included.

2. Theoretical framework

Creating an adequate work environment for an increasingly diversified workforce can be the key to a company's success and employers have started to look for best practices to create an inclusive workplace. As an attempt to bridge the gap between research and practice, scholars have been investigating the results of inclusive companies trying to identify antecedents and consequences of inclusion as well as any mediators and moderators between inclusion and organisational outcomes. The proliferation of studies regarding diversity has led to the conclusion that a sole focus on introducing heterogeneity is not enough for companies to benefit from it (van Knippenberg, van Ginkel, 2022: 2).

A number of research streams have emerged including inclusive attitudes and ideologies (Brewis, 2019: 93; Chaney, Sanchez, Maimon, 2019: 130) or inclusive markets (Mair, Martí, Ventresca, 2012: 819), but the main themes that can be identified reviewing the literature are IOs (Dobusch, 2014; Shore, Cleveland, Sanchez, 2018: 176; Bryer, 2020:

641; Adjo, Maybank, Prakash, 2021: 1), IL (Buengeler, Leroy, De Stobbeleir, 2018: 208–303; Shore, Chung, 2021: 1–33; Veli Korkmaz et al., 2022: 1–20), IPs (Alston, Hansman, 2020: 83; Fasbender, Gerpott, 2021: 1–22), work group inclusion (Shore et al., 2011: 1276; Chung et al., 2020: 75–102; Shore, Chung, 2021: 1–33), and inclusive climate (Shore, Cleveland, Sanchez, 2018: 176; Rashid, Nawaz, Zaman, 2021: 1–10). Some research has focused on a single type of diversity such as neurodiversity (Szulc et al., 2021: 858) or inclusion in relation to persons with disabilities (Beatty et al., 2019: 119; Iwanaga et al., 2021: 4), while other articles have a wider scope trying to encompass all minority groups. Not all diverse groups have received an equal amount of attention; there are ample studies examining gender (Fernandez-Mateo, Kaplan, 2018: 1229), age (Lubrańska, 2022: 60) and race, while social class or gender identity are rarely explored in the context of diversity management (Healy, 2015: 1–27).

Over many years of research on diversity and inclusion, both terms have been defined in many ways. An increasing number of social categories have been recognised expanding the concept of diversity (Shore, Cleveland, Sanchez, 2018: 176). A prevailing understanding of diversity refers to 'the degree of heterogeneity of workgroups or organizations in terms of personal and functional characteristics' (Stevens, Plaut, Sanchez-Burks, 2008: 116). Employee diversity in this article is defined as 'the division of the workforce into distinction categories that (a) have a perceived commonality within a given cultural or national context and that (b) impact potentially harmful or beneficial employment outcomes such as job opportunities, treatment in the workplace, and promotion prospects – irrespective of job-related skills and qualifications' following Mor Barak's proposal (Mor Barak, 2017: 129). While the terms diversity and inclusion are sometimes used as synonyms, both academics and practitioners strive to distinguish between them. The main difference is that the end goal of diversity is creating a heterogeneous team, whereas inclusion 'requires a leveling of the playing field and providing opportunities through organizational and managerial practices that offer real prospects of equal access to valued opportunities for employees who belong to social identity groups that experience greater discrimination' (Shore, Cleveland, Sanchez, 2018: 177). It is easier for companies to stop at forming a diverse teams but without IPs any benefits associated with having diverse employees are less likely to be achieved (Shore, Cleveland, Sanchez, 2018: 176). Additionally, the main focus of diversity management is on employees belonging to marginalised groups e.g.: older employees, people with disabilities or members of the LGBT community, etc., whereas the inclusive approach allows us to appreciate all individual differences visible or invisible (Ferdman, 2013: 3). These two terms appear together in another phrase: diversity, equity and inclusion (DEI), which is used often as an umbrella term for any management practices ranging from all actions aimed at diversifying workforce (increasing the share

of underrepresented groups) and enhancing organisational culture to practices and systems focused on transforming the workplace into an equitable and inclusive one (Sessler Bernstein, Bilimoria, 2013: 636–653).

Mor Barak is the author of seminal works in the area of workplace inclusion (Mor Barak, Cherin, 1998: 47–64; Mor Barak, 2000: 339). She has proposed the following definition of inclusion: 'the individual's sense of being a part of the organizational system in both the formal processes, such as access to information and decision-making channels, and the informal processes' (Mor Barak, 2017: 147). The understanding of the term inclusion is twofold – normative and analytical (Dobusch, 2014: 220). The normative perspective refers to the desirable state where people, especially those belonging to historically discriminated groups, are welcome and appreciated in the space they were previously excluded from. Building on this concept, Mor Barak proposed the measurement tool for inclusion (Mor Barak, Cherin, 1998: 47–64). The analytical perspective posits inclusion and exclusion as inextricably linked, and consequently exposes the exclusionary side effects of practices aiming to strengthen inclusion (Dobusch, 2014: 220). Companies grapple with changing demographic of the workforce, and implementing IPs often seems to be the right solution or the next, more advanced level in the process of managing heterogeneous teams. However, some argue that even effectively functioning IOs should not be idealised as places where employees can fruitfully collaborate and seamlessly communicate because IOs regulate their employees' identities (Ortlieb, Glauninger, Weiss, 2021: 266), and self-proclaimed inclusion does not ensure creating safe space for minorities (Priola et al., 2014: 783). Whether the IP will bring expected results also depends on congruence between what a given organisation is communicating and what its core beliefs are (Buengeler, Leroy, De Stobbeleir, 2018: 208–303).

In this paper, inclusion is understood as 'the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness' (Shore et al., 2011: 1276). Shore (Shore, Cleveland, Sanchez, 2018) has also proposed an IO model in which inclusion practices and processes such as 'psychological safety, involvement in the work group, feeling respected and valued, influence on decision-making, authenticity, recognizing, honoring and advancing of diversity […] are consistently shown at all organizational levels and manifested in all aspects of inclusion (inclusive climate, inclusion practices, perceived organizational inclusion, leader inclusion, and work group inclusion).' The influence of diversity on organisational outcomes is well-researched (for a full review, see Rhode, Packel, 2012). Although there have been literature reviews on IL, it is just one of the elements that can lead to achieving inclusiveness (Kuknor, Bhattacharya, 2022; Veli Korkmaz et al., 2022: 1–20). So far, little research has been conducted to show the impact of inclusion on company employees in the context of other elements of the model – i.e. inclusive practices and inclusive climate – and this study aims

to contribute to the understanding of the consequences of inclusion for employees. As those authors have pointed out, there is still a need to explore further organisational outcomes of inclusive work environment, as they focused in their study solely on the leadership aspect (Kuknor, Bhattacharya, 2022). A systematic literature review of measures of inclusion has been also conducted but it has not explored the consequences of inclusion, and the limitation of that particular study is related to a 'lack of available research on inclusion, independent from diversity' (O'Keefe et al., 2020). This study overcomes this limitation by focusing on research that examines only inclusion.

3. Systematic literature review

A systematic literature review was used to examine the state of research, integrate and synthesise the existing literature, as well as to determine the main directions of further research in the field of inclusion. The design of this literature review follows a process suggested by Lenart-Gansiniec (2021: 1–282). Two databases were chosen for the extraction of relevant publications: Scopus and the Web of Science. In comparison with other databases, they are not only widely used and offer a robust selection of management research papers but they also offer a user-friendly interface and many sorting options. They are often used in the construction of literature reviews as they accumulate respectively 25,100 titles from more than 5,000 international publishers (peer-reviewed journals, books, trade publications and conference papers) and over 9,200 of the world's most impactful journals. In addition, a manual search of journals such as 'The International Journal of Human Resource Management' and 'The Journal of Leadership and Organizational Studies' listed at scimagojr.com as prominent in the 'Organisational Behaviour and Human Resource Management' category was performed resulting in identification of three additional articles included later in the review.

The following set of keywords was utilised to extract relevant resources: inclusive organisation OR inclusive practices OR inclusive climate OR inclusive workplace AND performance OR outcome OR consequence OR effect OR result. The words were selected based on the seminal work on the inclusive organisation model (Shore, Cleveland, Sanchez, 2018) and recommendations from previous literature reviews (O'Keefe et al., 2020; Garg, Sangwan, 2021) of what should be explored further.

The search with these keywords resulted in 31,555 records found in the Web of Science. After applying filters for time range, open access, document type (article), category (business and management), and language (English), 128 records were extracted. The search in Scopus resulted in 659 records. After applying filters regarding open access articles, year of publication, category (business, management and accounting), document type, and language, 37 records were extracted.

The only difference in applied filters in comparison with the search in the Web of Science is the subject category since Scopus aggregated accounting research with business and management. A few systematic reviews on IOs were conducted between 2004 and 2009. The authors focused on discussing a theoretical framework and emerging streams of research, one particular concept related to the concept of inclusion, e.g.: IL, or on creating an inclusive workplace. This systematic review, however, focuses on the impact of inclusion on company performance (Dobusch, 2014: 220; Shore, Cleveland, Sanchez, 2018: 176; Adjo, Maybank, Prakash, 2021: 1; Veli Korkmaz et al., 2022: 1–20).

The ensuing section elucidates the criteria for inclusion, thus ensuring transparency and facilitating replicability of the process (Czakon, 2011). The process of selecting relevant articles out of all extracted records was the following: a title review, an abstract review and a full text review. For the title review, only articles pertaining to one of the five main themes identified through the preliminary literature review (organisation, practices, climate, leadership, and group work) and 'outcomes' were included. Since the concept of inclusion is not only explored in the management field but also the education field, all articles relating to educational research were excluded during the abstract review. For a full text review, the articles that were clearly unrelated to the impact of inclusion practised on any level or in any form in organisations on organisational outcomes were excluded. The records were extracted in February 2022 with a time range starting from 1998, i.e. the first appearance of the notion of IO in the literature (Mor Barak, Cherin, 1998: 47–64). Only open-access journal articles in English were selected, with books, conference papers and other types of documents excluded. The review process is illustrated in Figure 1.

Out of 11 papers included in this review, only two came from the US, which is not reflecting the proportion observed in this field, as the vast majority of diversity research tends to be conducted in the US, and the conclusions drawn from that research are presented as universally applicable (Knights, Omanović, 2015: 90).

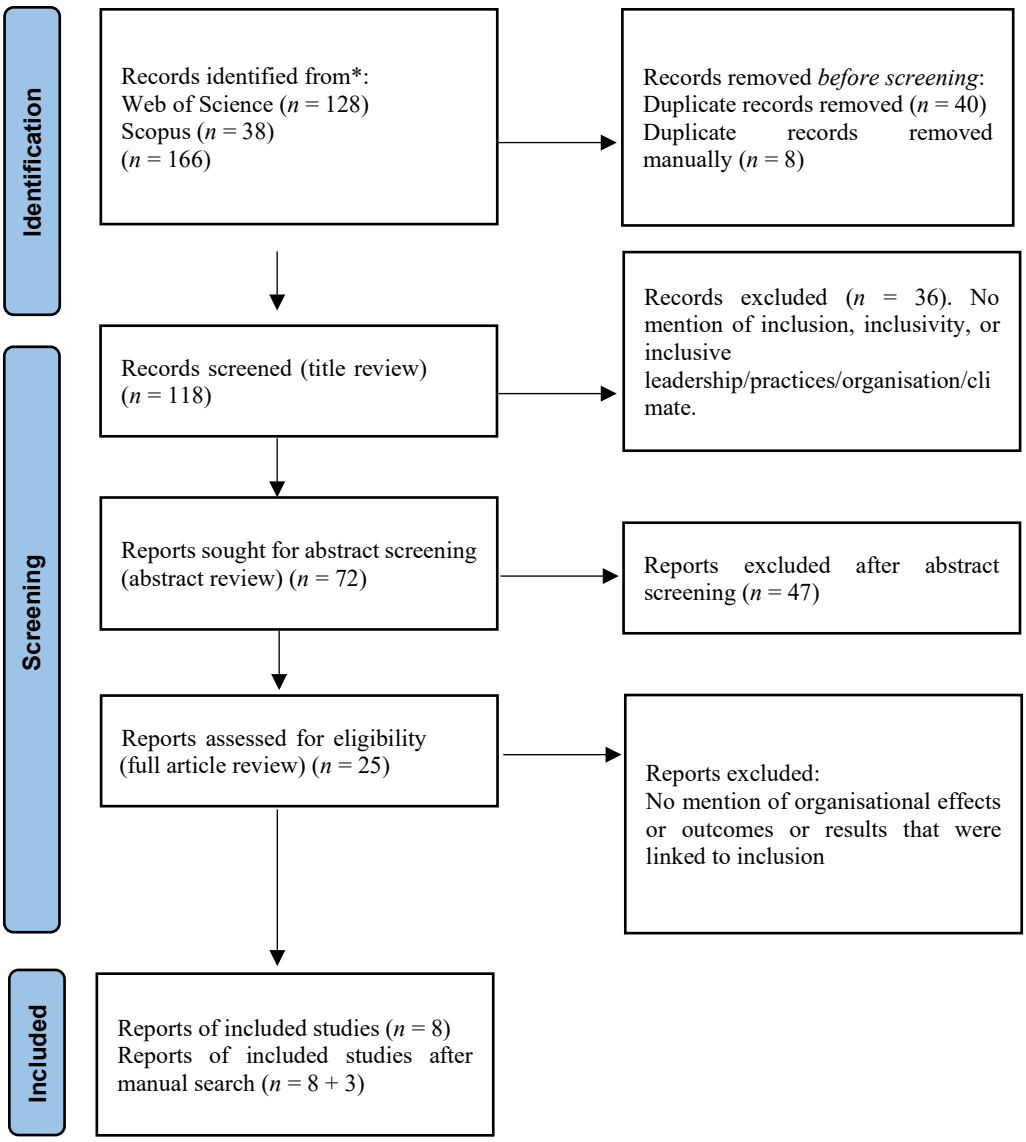

Figure 1. Prisma 2020 flow diagram
Source: adapted from Page et al., 2021: 1–75

Table 1. Review of selected articles

Article	Study sample	Sample size	Country	Findings	Stream of research
Dietz et al. (2015)	Undergraduate psychology students who assumed the role of head of HR of a Canadian restaurant chain in a laboratory experiment	165	Canada	IP in the recruitment process attenuates the bias against skilled migrant workers	IP

Article	Study sample	Sample size	Country	Findings	Stream of research
Adisa, Cooke, Iwowo (2019)	Semi-structured interviews; female employees and managers in two highstreet banks	32	Nigeria	A low level of inclusion affects negatively performance and organisational citizenship behaviour	IO
Davies, Stoermer, Froese (2019)	Questionnaire – expatriate employees	175	South Korea	IC positively moderates resilience and expatriate work adjustment as well as turnover intentions	IC
Javed et al. (2019)	Questionnaire – supervisors–subordinates dyads working in the textile industry	180 dyads	Pakistan	IL has a positive impact on innovative work behaviour, and psychological safety mediates the effect of IL on innovative work behaviour	IL
Nguyen et al. (2019)	Questionnaire – interior design and construction companies' employees	387	Vietnam	IL has a positive impact on key determinants such as employee well-being, person-job fit, and innovative behaviour	IL
Sabharwal et al. (2019)	Questionnaire – LGBT employees in the U.S. federal government	421748	US	Inclusive practices positively impact turnover intentions	IP
Bannay, Hadi, Amanah (2020)	Questionnaire – employees at mobile phone companies	150	Iraq	IL positively impacts innovative workplace behaviour; work engagement is a mediator between IL and IWB	IL
Bozani et al. (2020)	Questionnaire – trans community	97	UK	A government-issued workplace guide positively influences self-esteem and self-respect	IO
Cech, Rothwell (2020)	Questionnaire – federal employees	300000	US	A low level of inclusion increases turnover intentions	IP

Article	Study sample	Sample size	Country	Findings	Stream of research
Zhong, Li, Luo (2020)	Questionnaire – employees and supervisors	74 supervisors and 523 subordinates	China	IL has a positive impact on employees' innovative behaviour and IC moderates the relation between the top manager's inclusive leadership and the supervisor's inclusive leadership	IL and IC
Kuknor, Bhattacharya (2021)	Triangulation method interviews with HR professionals and a questionnaire sent to service sector employees	20 interviews 113 surveys	India	IO positively impacts OCB and organisation-based self-esteem, IL moderates the relation between IO and OCB	IO and IL

Source: own elaboration

The table above synthesises key findings from the systematic literature review, facilitating a comprehensive grasp of the present knowledge landscape and enabling the identification of prevalent trends regarding explored research streams (dominance of IL) and concepts examined in the context of inclusion (innovative behaviour, turnover intentions). Notably, the table underscores the widespread utilisation of questionnaires as the predominant research tool.

4. Results

The content of articles was analysed and compared against the model of IO that consists of three components (IL, IP and IC) (Shore et al., 2011: 1276). Then the articles were assigned to one of the four streams of research: IOs, IL, IP and IC based on the concepts they explore (the last column in the Table 1). The prevalence of research focusing exclusively on one area, such as IL, is the reason why literature reviews often cover only a single element.

Inclusive organisations are the ones where employees receive inclusive treatment and, most importantly, are presented with the same opportunities (Shore, Cleveland, Sanchez, 2018). The review articles associated with this stream of research show that such work environment fosters organisational citizenship behaviour (Adisa, Cooke, Iwowo, 2019; Kuknor, Bhattacharya, 2021), self-esteem, and self-respect (Bozani et al.,

2020). The study that aimed to bring together two streams of research (IO and IL) found that there was a positive association between IO and OCB and OBSE and that IL proved to be a moderator between IO and OCB. The literature associated with IO shows that discrimination in the workplace is still a significant problem and that this negatively affects the employees that are the victims of such behaviours, and in turn lowers OCB and work performance (Adisa, Cooke, Iwowo, 2019). In one instance, introducing a workplace guide allowed to create a more inclusive workplace because it informed the HR Department's strategies and made employees feel accepted and valued (Bozani et al., 2020).

Results of the research on IL indicate that it has a positive impact on many aspects of organisations, notably innovative workplace behaviour (Javed et al., 2019; Nguyen et al., 2019; Bannay, Hadi, Amanah, 2020; Zhong, Li, Luo, 2022), organisational citizenship behaviour (Kuknor, Bhattacharya, 2021), organisation-based self-esteem, employee well-being, and person-job fit (Nguyen et al., 2019). Increased innovative behaviour has been identified several times: in two separate studies, different mediators between IL and innovative work behaviour were studied: psychological safety (Javed et al., 2019) and work engagement (Bannay, Hadi, Amanah, 2020).

In regard to IP, mainly turnover intentions have been studied. Both Sabharwal et al. (2019) and Cech and Rothwell (2020) found that practices that contribute to building workplace inclusion may have a positive impact on employee turnover, and LGBT employees are characterised by a higher turnover intentions rate than heterosexual employees. Another positive outcome of IP (specifically in the hiring process) is a decrease of bias against immigrants (Dietz et al., 2015).

Finally, two articles explore IC – it moderates the relation between resilience and work adjustment (Davies, Stoermer, Froese, 2019) as well as the relation between the top manager's inclusive leadership and the supervisor's inclusive leadership (Zhong, Li, Luo, 2022). The review focused on empirical articles only, though it is worth mentioning that theoretical papers also contribute to furthering the understanding of the impact that inclusion has on performance of organisations, e.g.: research shows that inclusive climate enables meaningful social connections that help to manage stressful situations such as workplace incivility (Cortina, Sandy Hershcovis, Clancy, 2021).

The most influential articles focus on the impact of IL on innovative behaviours (Javed et al., 2019), attenuating the bias against skilled migrant workers through IP (Dietz et al., 2015), and the role of IC in decreasing discriminatory hiring practices (Davies, Stoermer, Froese, 2019).

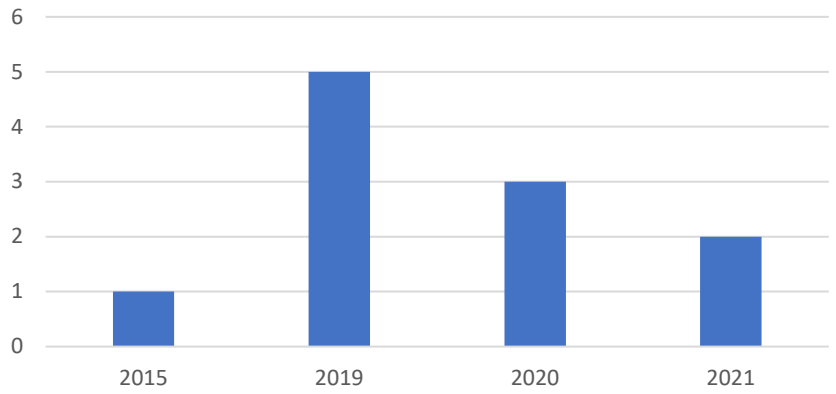

Figure 2. Number of publications included in the review by year
Source: own elaboration

5. Discussion

This article contributes to the understanding of the effects of inclusion on employees of organisations. The advantage of the study is inclusion of the most recent research, especially studies published since 2019, that has not been included in the previous literature reviews combined with a review of seminal work to provide the context for the research. The majority of reviewed articles point to the business case for inclusion, listing positive consequences of inclusion or identifying risks of lack of inclusion.

The first research question concerned the research streams that are explored most often in relation to the impact of inclusion on organisations and employees. To address this question, all reviewed articles were analysed in the context of the framework proposed by Shore (Shore, Cleveland, Sanchez, 2018: 185) and assigned to an appropriate stream or streams of research. The main stream of research explored most often was IL – see: Javed et al. (2019), Nguyen et al. (2019), Bannay et al. (2020), Kuknor and Bhattacharya (2021) and Zhong et al. (2022). This observation aligns with prior literature reviews exclusively centred on IL (Kuknor, Bhattacharya, 2022; Veli Korkmaz et al., 2022), which underscores the significance and robustness of this element of the framework, warranting dedicated literature reviews. The majority of the articles focused only on one aspect of the model of inclusive organisations, e.g.: only IL or only IP, with very few attempts to capture the whole picture and analyse relations between separate concepts within the model, e.g.: the impact of IL on IP. Understanding the prevalent research streams concerning the influence of inclusion within organisational contexts is vital for identifying dominant themes, trends, and gaps in current knowledge.

To answer the second research question, relating to aspects of organisations that are affected by inclusion, the main findings were summarised in Table 1. In the reviewed articles, the primary focus was on examining the impact of inclusion on certain elements, with the most frequently studied aspects being creativity (Javed et al., 2019: 117; Bannay, Hadi, Amanah, 2020: 480; Zhong, Li, Luo, 2022: 354) and turnover intentions (Davies, Stoermer, Froese, 2019: 1407; Sabharwal et al., 2019: 489; Cech, Rothwell, 2020: 48).

The third research question that guided this review concerned the impact of inclusion on an organisation's employees. The ultimate conclusion drawn is that inclusion – implemented in various forms and evaluated within contexts such as practices or leadership styles – can yield the subsequent effect on employees: heightened levels of creativity (Javed et al., 2019: 117; Nguyen et al., 2019: 81–84; Bannay, Hadi, Amanah, 2020: 480; Zhong, Li, Luo, 2022: 354), a decreased intention to leave the organisation (Davies, Stoermer, Froese, 2019: 1407; Sabharwal et al., 2019: 489; Cech, Rothwell, 2020: 48), increased organisational commitment and organisational citizenship behaviour (Adisa, Cooke, Iwowo, 2019: 18–20; Kuknor, Bhattacharya, 2021: 105–107), improved employee well-being and self-esteem (Nguyen et al., 2019: 84; Bozani et al., 2020: 13–18), and reduced bias against skilled migrant workers (Dietz et al., 2015: 1334–1340).

Future research should examine closely what specific practices exactly allow for achieving those outcomes. Future research should also try to take a more ambitious and interdisciplinary approach and integrate the research streams, similarly to the work on the role of IL in supporting IC by Ashikali, Groeneveld, and Kuipers (2020), continuing the work of Shore et al. (2018), so that a full model of IO is empirically tested and the relations between the IL, IP and IC are elucidated. The composition of a team is changing and the characteristics that constitute the difference may change over time so it would be advisable to track how the changes occurring over time affect the possibility of achieving a positive impact of inclusion on company performance. Further research is also needed to explore the concept of IC, which has garnered the least attention out of all elements of the framework. The limitation of this study is the number and the type of documents that were analysed. Future research should encompass more databases and include books, conference papers, as well as the grey literature. The main recommendation for management is implementing clear measurements so that reporting the outcomes of inclusion is transparent and consistent, and empirical verification of theoretical models of inclusion is possible.

The demographic, social and economic composition of workforce is changing globally, so understanding how each employee can be appreciated and how to create an equitable environment will be an even more important task.

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Jak inkluzywność wpływa na pracowników w organizacjach? Przegląd literatury

Streszczenie:

Cel: Celem niniejszego systematycznego przeglądu literatury jest przedstawienie aktualnego stanu badań nad wpływem inkluzywności na pracowników w organizacjach.

Wykorzystane metody i materiały: Podjęto analizę literatury empirycznej dotyczącej wpływu inkluzywności na pracowników, wykorzystano dwie bazy danych: Scopus i Web of Science. Dodatkowo przeprowadzono ręczne wyszukiwanie znaczących czasopism w ramach kategorii „Organizational behaviour and Human Resource Management". W wyniku przeglądu literatury zidentyfikowano łącznie 166 artykułów, przy czym 11 badań spełniało kryteria włączenia.

Wyniki badań: Inkluzywność jest koncepcją inspirującą badania empiryczne obliczone na identyfikację jej pozytywnego wpływu na działanie organizacji. Badania empiryczne wskazują na pozytywny wpływ inkluzywności na działanie organizacji poprzez pobudzenie kreatywności, zmniejszenie rotacji, zwiększenie zaangażowania i zachowań obywatelskich w organizacji oraz poprawę dobrostanu i poczucia własnej wartości pracowników. Obszarem, któremu poświęcono najwięcej uwagi, jest inkluzywne przywództwo, ale eksplorowane są także inkluzywne praktyki i – szerzej – inkluzywne organizacje.

Wnioski: Badania koncentrują się na wpływie inkluzywności na to, co dzieje się w organizacji, a przede wszystkim na zachowania i intencje pracowników. W dotychczasowych badaniach najwięcej uwagi poświęcono inkluzywnemu przywództwu. Brakuje natomiast badań empirycznych dotyczących tego, jak inkluzja wpływa na innych interesariuszy, więc jest to wątek, który powinien być eksplorowany w przyszłych badaniach.

Słowa kluczowe: organizacje inkluzywne, inkluzywność, różnorodność, systematyczny przegląd literatury

JEL: J11, J15, J24

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