INCLUSIVE LEADERSHIP AND WORKPLACE INCLUSION AS ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

Recognized as pivotal for organizational success, diversity and inclusion are increasingly emphasized, especially in multicultural workplaces. This study delves into how the perception of inclusion practices within a workplace influences organizational citizenship behavior (OCB) and investigates the moderating effect of leadership on this relationship. Data from 100 professionals across 42 information technology firms in India were collected through self-administered questionnaires(After reliability testing) and analyzed using Structural Equation Modeling (SEM)& correlation. The results indicate a positive link between inclusion and OCB, suggesting that organizations fostering inclusive environments through policies and practices can enhance organizational outcomes. This research contributes to understanding the complex interplay among inclusion, OCB, and inclusive leadership, particularly in diverse contexts with implications for organizational policy.

Keywords: Diversity, Inclusion, Organizational Citizenship Behavior, Inclusive Leadership, Multicultural Workplaces.

1. INTRODUCTION

The concepts of inclusive leadership, workplace inclusion, and organizational citizenship behaviour (OCB) have received a large amount of attention in contemporary organizational discourse. This is primarily due to the substantial implications that these notions have for the effectiveness of organizations and the well-being of their employees. Within the context of a dynamic corporate environment that is characterized by globalization and diversity, it is of the utmost importance for businesses to have a comprehensive understanding of the complex interaction and influence that these two concepts have on one another.

In recent years, the idea of inclusive leadership has garnered a lot of attention as a critical aspect that plays a big role in deciding the success of their respective businesses. The term "inclusive leadership" refers to the capacity of leaders to create and cultivate cultures that encourage a sense of value, respect, and empowerment among all individuals, so enabling those individuals to make contributions that are significant to the organization (Ali et al., 2022; Randel et al., 2018).

It has been discovered through research that leaders that actively encourage inclusion within their teams are able to develop an environment that is conducive to trust, collaboration, and innovation because of their actions. Because of this, there has been a correlation established between increasing levels of employee engagement and improved performance (Ely & Thomas, 2011; Kuknor & Bhattacharya, 2020). Inclusive leaders cultivate an environment of inclusivity by promoting diversity and equity.

This environment has the twin effect of attracting high-caliber personnel and keeping the engagement and motivation of current employees (Carmeli et al., 2010; Gotsis & Grimani, 2016). Simultaneously, the term "workplace inclusion" refers to the extent to which employees believe that their organization recognizes the significance of individual diversity and makes use of them in order to encourage innovation, cooperation, and performance (Sabharwal, 2014). Barak et al. (2016) and

Downey et al. (2015) have concluded that it has been seen that individuals from a variety of backgrounds have a sense of psychological safety in workplaces that promote inclusion. According to the findings of earlier studies carried out by Nembhard and Edmondson (2006) and Wasserman et al. (2008), there is evidence to imply that encouraging inclusion in the workplace has several favourable benefits. Among these are increased levels of employee happiness and dedication, as well as concrete economic benefits such as enhanced creative capabilities, enhanced problem-solving skills, and enhanced decision-making efficiency.

Despite this, there is a paucity of study on the complex relationships that exist between inclusive leadership and workplace inclusion, particularly in settings that are characterized by a multicultural composition. As a result, it is necessary to carry out exhaustive research in order to acquire a comprehensive understanding of the combined impact that these aspects have on the outcomes of the company.

Organisational citizenship behaviour (OCB) is a concept that refers to the voluntary acts undertaken by employees that go beyond their specified job obligations and have a beneficial impact on the general functioning of the organisation (Bateman & Organ, 1983). These workers go above and beyond their job responsibilities to demonstrate their commitment to the organization.

Altruism, conscientiousness, and civic virtue are the behaviours that have been mentioned, and they are indicative of the tendency of employees to go above and beyond their assigned responsibilities to provide assistance to their coworkers, uphold the values of the organization, and improve the overall atmosphere of the organization (Organ, 1988).

Furthermore, according to Van Dyne et al. (1995), the term "Organizational Citizenship Behaviour," which is abbreviated as "OCB," is widely acknowledged as an essential component in the process of boosting the efficiency of an organization. Additionally, it is believed to contribute to customer satisfaction, enhance employee morale, and promote teamwork among employees.

The purpose of this research is to give a comprehensive examination of the relationship between inclusive leadership, workplace inclusion, and organizational citizenship behavior (OCB). This will be accomplished by utilizing well-established theoretical frameworks, including Barak's model and Social Exchange Theory (SET).

The current study aims to provide leaders within organizations and policymakers who are interested in cultivating inclusive work environments and improving organizational performance with insights that are both practical and implementable. This will be accomplished through the utilization of a meticulous empirical examination that makes use of the methodological framework of Structural Equation Modeling (SEM) and mediation analysis.

2. LITERATURE REVIEW

2.1 Inclusion

Within the last ten years, there has been a growing focus on the concept of inclusion in disciplines like social psychology and social work. This trend signifies a significant change in the way organizations approach their frameworks (Barak, 2000). Originally, inclusion arose as a reaction to the reorganization of conventional organizational functions. However, it has since developed to underscore the significance of both individual distinctiveness and a sense of belongingness (Chavez & Weisinger, 2008). According to Barak (2000), it is crucial to prioritize the inclusion of individuals from diverse backgrounds in businesses in order to fully capitalize on the advantages of diversity.

The examination of diversity theories encompasses both positive and negative perspectives. Researchers have recognized that a lack of effective management of heterogeneity within organizations can result in various negative outcomes, such as reduced job satisfaction, heightened frustrations, and conflicts between different groups (Nishii, 2013). Despite extensive endeavors in the implementation of diversity training programs, businesses frequently encounter challenges in attaining the desired results. This highlights the necessity for a paradigm shift towards the cultivation of inclusive organizational cultures that proactively manage diversity (Chavez & Weisinger, 2008; Kuknor & Kumar, 2023).

Daya (2014) extensively examines the intricate and diverse aspects of inclusion, thoroughly investigating its manifestations at different levels such as organizational, interpersonal, and individual. Emphasizing the imperative nature of comprehensive reforms, Daya underscores the significance of diversity and inclusion initiatives and identifies key factors such as senior leadership, organizational climate, trust, recognition, individual personality, and self-esteem that necessitate re-evaluation to establish and sustain such programs.

Empathic communication has been recognized as a pivotal element in fostering productive collaboration within work environments. It underscores the significance of competent leadership in comprehending and managing emotional states (Nakamura & Milner, 2023). Randel et al. (2018) explore the interconnectedness of diversity and inclusion, with a particular focus on the influence of leaders in cultivating employee inclusion and creating environments that go beyond simply avoiding bias and discrimination.

2.2 Inclusive Leadership

Exploring the development of inclusive leadership and Organizational Citizenship Behaviour (OCB), we examine the progression from fundamental ideas to current viewpoints, highlighting the relationship between leadership styles, organizational culture, and employee behaviours. Since Organ's groundbreaking research in 1988, the notion of Organizational Citizenship Behaviour (OCB) has played a crucial role in comprehending the voluntary acts of employees that surpass their official responsibilities, thereby contributing to the overall performance of the organization (Bateman & Organ, 1983; Organ, 1988). The OCB concept encompasses multiple facets, and the model put forth by Organ (1988) is widely acknowledged.

This model delineates five essential dimensions:

- Altruism is the act of aiding colleagues in their duties and going above expectations to aid others.

- Conscientiousness is the quality of going beyond expectations in accomplishing job duties, demonstrated by being precise and dependable.

- Sportsmanship is the practice of having a positive attitude and accepting decisions without complaining, especially in challenging circumstances.

- Courtesy is the practice of demonstrating politeness, thoughtfulness, and assistance towards coworkers.

- Civic virtue is the practice of improving the reputation of an institution and actively contributing to its accomplishments.

As study advanced, scientists explored further into the aspects that impact workplace Citizenship Behavior (OCB), such as leadership styles and workplace culture. McGregor's X and Y Theory provide valuable insights into the influence of various leadership methods on Organizational Citizenship Behavior (OCB), with Theory Y proposing that empowered leadership promotes OCB (Nabiyeva, n.d.). Moreover, research has shown that fostering conducive work environments and cultivating trust among employees might enhance Organizational Citizenship Behaviour (OCB) (Cropanzano & Mitchell, 2005).

In the early 21st century, inclusive leadership emerged as a separate style of leadership and gained popularity. Inclusive leaders were defined as those that not only supported diversity but also made sure that team members felt a strong feeling of belonging (Randel et al., 2018). This leadership style was considered essential for maximizing the advantages of collaboration in varied group environments, highlighting the importance of leaders in building organizational cultures.

As the significance of inclusive leadership gained more acknowledgement, research examined its influence on employee outcomes and the effectiveness of organizations. Carmeli et al. (2010) and Gotsis & Grimani (2016) emphasized the positive impact of inclusive leadership on employee empowerment and engagement, which in turn enhances performance and innovation. Nevertheless, O'Neill et al. (2022) and Xiaotao et al. (2018) identified certain disadvantages of increased levels of inclusive leadership, such as difficulties in making decisions and reduced assertiveness among supervisors.

Concurrently, researchers worked to enhance the comprehension of OCB (Organizational Citizenship Behaviour) and its various aspects. In their study, Wengang et al. (2023) suggested a possible merging of altruism and courtesy, whereas Patterson (2016) introduced the idea of civility being strongly linked to traits of organizational citizenship behaviour (OCB). The cultivation of excellent workplace relationships is heavily influenced by the presence of civility, which is defined by considerate and courteous behaviour among coworkers.

Ali et al. (2022) highlighted the significance of management's dedication to cultivating inclusive cultures to enhance team performance and facilitate staff integration. Leaders may foster cultures that promote organizational citizenship behaviour (OCB) and overall organizational success by connecting organizational goals with inclusion

programs and displaying genuine care and concern for employees (Nembhard & Edmondson, 2006; Agarwal et al., 2023).To promote employee well-being and achieve sustainable success, businesses must have a clear knowledge of the relationship between inclusive leadership, organizational citizenship behaviour (OCB), and organizational culture as they negotiate the complexity of the modern workplace.

2.3 Organizational Citizenship Behaviour (Ocb) and Workplace Inclusion

Organizational Citizenship Behaviour (OCB) and workplace inclusion are emerging areas of research that have important implications for the effectiveness of organizations and the welfare of employees. Scientists have started investigating the connection between these two ideas, acknowledging the ability of inclusive environments to foster Organizational Citizenship Behaviour (OCB).

Podsakoff et al. (2000) suggest that when a group consists of various individuals, it creates an environment that promotes trust and respect, like the conditions that are beneficial for the development of Organizational Citizenship Behaviour (OCB). The Social Exchange Theory suggests that when individuals perceive support and trust from their organization, they are more likely to display positive work behaviours, such as Organizational Citizenship Behaviour (OCB) (Haldorai et al., 2022). However, the precise connection between inclusivity and Organizational Citizenship Behaviour (OCB) requires more investigation, offering a promising path for further research.

Organizations can benefit greatly by promoting a culture of tolerance and supporting Organizational Citizenship Behaviour (OCB). Inclusive workplaces not only promote diversity, but also utilize the varied viewpoints and skills of employees, which leads to creative problem-solving and improves organizational performance. The intersection of organizational citizenship behaviour (OCB) and workplace inclusion is a very promising area of research that has significant implications for understanding organizational behaviour and developing effective management solutions. Organizations can promote and adopt OCB (Organizational Citizenship Behaviour) in inclusive cultures to create healthy work environments, improve performance, and increase employee satisfaction. Additional research is necessary to clarify the mechanisms that explain the connection between inclusivity and organizational citizenship behaviour (OCB), and to create management strategies that are supported by empirical evidence.

2.4 Cross Cultural Variances

Considering the current interdependence of the global economy, businesses need to have a nuanced understanding of how cultural variations affect employee behaviour, given the diverse cultural contexts in which they operate. This research review explores the intricate connection between cross-cultural diversity, inclusive leadership, workplace inclusion, organizational citizenship behaviour (OCB), and their consequences for multinational firms. According to Hofstede (1980), in cultures that prioritize individualism, which is common in Western countries, Organizational Citizenship Behaviour (OCB) tends to be influenced by personal goals and self-interest, as shown by Chiu et al. (1999). In contrast, in collectivist societies, which are defined by an emphasis on collective unity and community well-being, OCB is exhibited through collaborative behaviours that contribute to the group or organization (Hofstede, 1980; Morris & Leung, 2001). The research conducted by Liang et al. (2023) and Nguyen & Takeuchi (2022) offer a more comprehensive understanding of

the complex relationship between cultural dimensions and organizational citizenship behaviour (OCB), specifically exploring factors such as power distance and cultural intelligence. Inclusive leadership seeks to foster a setting where each person is valued, respected, and included (Nishii & Mayer, 2009). The latest pioneering research, shown by the studies conducted by Lopez et al. (2021) and Ayree & Avolio (2023), thoroughly explore the complexities of inclusive leadership in multicultural settings. These studies emphasize the significance of psychological safety, intercultural proficiency, and fostering a sense of belonging among all employees, regardless of their cultural backgrounds.

3. RESEARCH METHODOLOGY

3.1 Objectives of Study

To explore cross-cultural variances in the relationship between inclusive leadership, workplace inclusion, and organizational citizenship behavior.3.

- To examine the mediating role of workplace inclusion in the relationship between organizational policies and organizational citizenship behaviour.

- To evaluate the impact of inclusive leadership on organizational citizenship behaviour.

3.2 Hypothesis 1

(H0): There is no effect of Inclusive Leadership on Organizational Citizenship Behavior (OCB) through Workplace Inclusion.

(HA): There is a significant effect of Inclusive Leadership on Organizational Citizenship Behavior (OCB) through Workplace Inclusion.

3.2.1 Hypothesis 2

(H0): There is no significant relationship between Inclusive Leadership (IL) and Organizational Citizenship Behavior (OCB) within the organization.

(HA): There is a significant positive relationship between Inclusive Leadership (IL) and Organizational Citizenship Behavior (OCB) within the organization.

3.2.2 Secondary Research

The secondary research phase involves conducting a comprehensive review of existing literature related to inclusive leadership, workplace inclusion, and organizational citizenship behavior (OCB). This includes scholarly articles, research papers, reports, and industry publications from reputable sources. Online databases such as PubMed, Google Scholar, and academic journals will be utilized to gather relevant literature. The review will focus on synthesizing key findings, identifying gaps in current knowledge, and understanding theoretical frameworks relevant to the study's objectives.

3.2.3 Primary Research:

Survey Development:

A survey instrument comprising 15 items was self-developed to assess participants' perceptions of inclusive leadership, workplace inclusion, and organizational

citizenship behavior (OCB). The questionnaire included includes Likert scale items, open-ended questions, and demographic inquiries. The survey was designed to capture insights into participants' experiences and perspectives regarding these constructs.

3.2.4 Sample and Data Collection:

A sample size of 100 professionals working in information technology firms in India was targeted for data collection. The participants were selected using purposive sampling techniques to ensure representation across diverse organizational roles and demographics. Data collection was carried out using online survey platforms such as Google forms & SurveyMonkey. All responses are anonymized to maintain confidentiality and ethical standards.

3.2.5 Data Analysis

A mediation analysis was conducted using PLS SEM to analyze relationships among variables like Inclusive Leadership, Workplace Inclusion, and Organizational Citizenship Behavior (OCB). This method is effective for examining complex relationships and latent constructs. Correlation analysis was conducted to determine the strength and direction of the relationship between Inclusive Leadership and OCB. This provided insights into the linear associations between variables.

3.2.6 Research Model

The study has 3 variables for analysis:

- Dependent Variable
- Mediating Variable
- Independent Variable

Independent Variable

- (A) Inclusive Leadership

Dependent Variable

- (B) Organizational Citizenship Behavior (OCB)

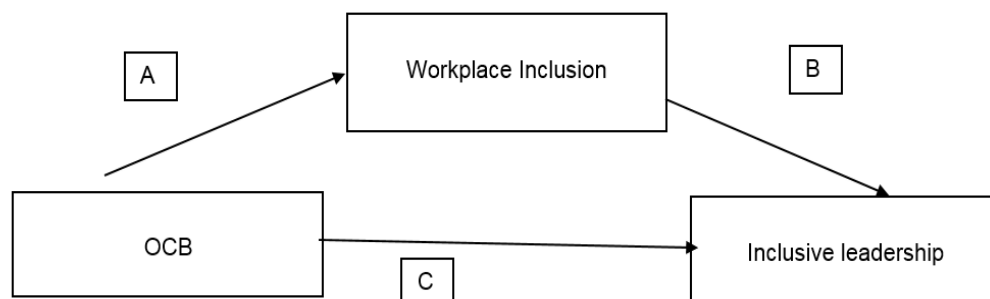Mediating Variable

- (C) Workplace Inclusion

Figure 1

4.DATA ANALYSIS AND INTERPRETATION

4.1 Reliability

Table 1: Overall Reliability Statistics

Cronbach's Alpha	N of Items
.878	15

Table 2: Cronbach's Alpha Item Wise

IL	0.856
OCB	0.871
WL	0.930

The Cronbach's alpha coefficient of .878 indicates a high level of internal consistency reliability among the items in the scale, which consists of 15 items. This coefficient suggests that the items in the scale are highly correlated with each other, indicating that they are measuring the same underlying construct effectively. In most research contexts, a Cronbach's Alpha coefficient exceeding 0.70 is commonly regarded as satisfactory. Therefore, a value of 0.878 signifies a robust degree of internal consistency for the scale.

Hypothesis 1

These hypotheses suggest that Inclusive Leadership influences Organizational Citizenship Behavior both directly and indirectly through its impact on Workplace Inclusion. The analysis aims to test whether Workplace Inclusion mediates the relationship between Inclusive Leadership and Organizational Citizenship Behavior.

4.2 Bootstrapping using Smart PLS, SEM & Bootstrapping:

For the path from Inclusive Leadership (A) to Workplace Inclusion (B), the t- statistic of 15.333 with a p-value of 0.000 indicates a significant relationship, suggesting that Inclusive Leadership has a substantial impact on Workplace Inclusion.

Similarly, for the path from Inclusive Leadership (A) to Organizational Citizenship Behavior (OCB) (C), the t statistic of 8.687 with a p-value of 0.000 also indicates a significant relationship, suggesting that Inclusive Leadership significantly influences Organizational Citizenship Behavior.

These results provide evidence supporting the direct effects of Inclusive Leadership on Workplace Inclusion and Organizational Citizenship Behavior. Furthermore, the bootstrap results suggest that Workplace Inclusion (B) significantly mediates the relationship between Inclusive Leadership (A) and Organizational Citizenship Behavior (OCB) (C).

This mediation effect is supported by the indirect effect of Inclusive Leadership on OCB through Workplace Inclusion, as evidenced by the significant paths observed in the analysis.
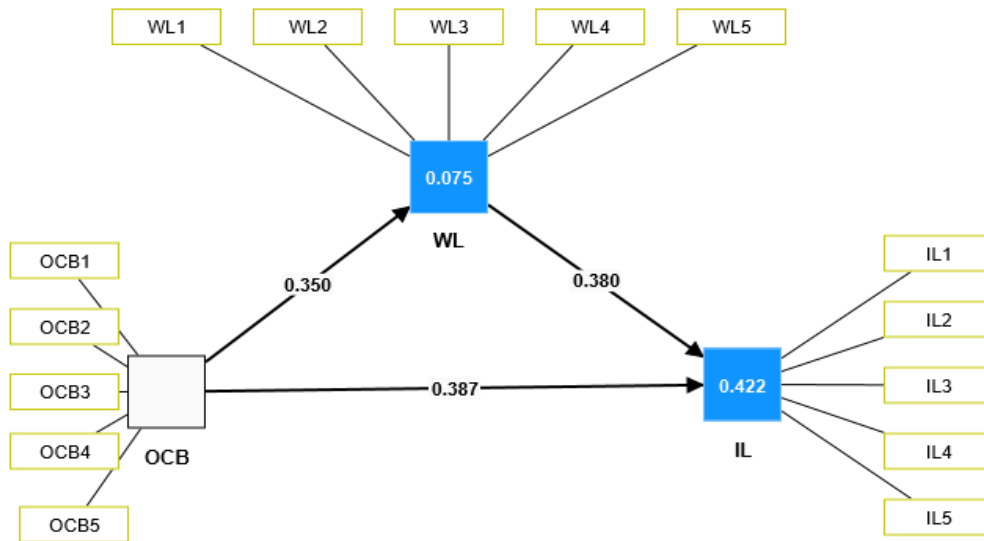
Figure 2: Interactions Effects Model

Table 3: Significance Statistics

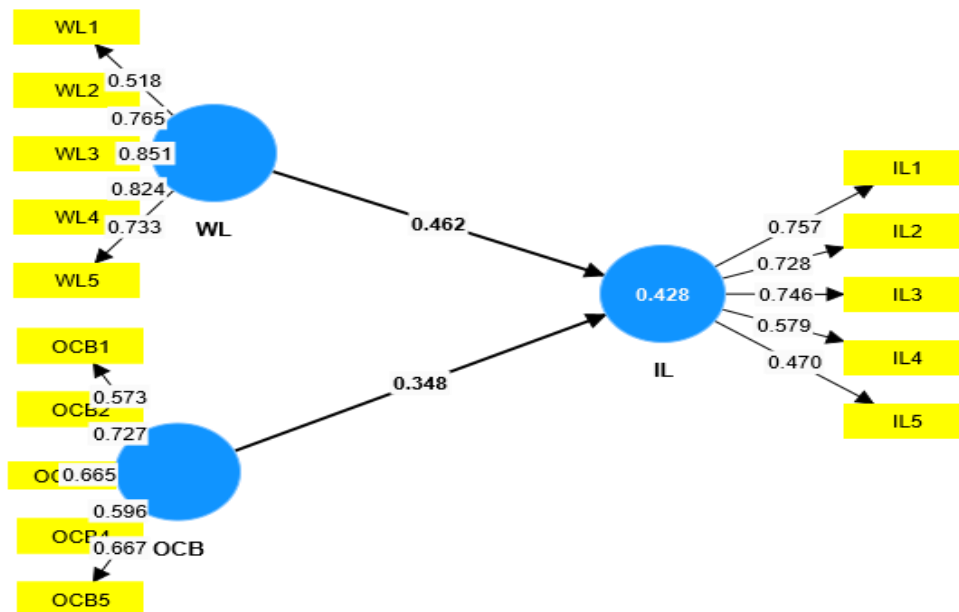|	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	t statistics (|O/STDEV|)	P values
A -> B	0.778	0.752	0.047	15.333	0.000
A -> C	0.605	0.624	0.067	8.687	0.000

Figure 3: Path Model

Hypothesis 2

The results of the correlation analysis reveal significant relationships between the variables under investigation.

1. The Impact of Inclusive Leadership on Organizational Citizenship Behaviour

The correlation analysis demonstrates a statistically significant positive relationship between Inclusive Leadership (IL) and Organizational Citizenship Behaviour (OCB) (r = .683, p < .001). This suggests that when the levels of Inclusive Leadership rise,

there is a corresponding increase in Organizational Citizenship Behaviour inside the organization.

The correlation coefficient of .683 indicates a reasonably strong positive correlation between Inclusive Leadership and OCB (Organizational Citizenship Behaviour). This discovery implies that firms that have leaders who embrace inclusivity are more likely to observe elevated levels of Organizational Citizenship Behaviour (OCB) among their employees.

The p-value of less than .001 suggests that this connection is statistically significant, supporting the rejection of the null hypothesis that there is no association between Inclusive Leadership and OCB.

Table 4: Correlation

		IL	OCB
IL	Pearson orrelation	1	.683**
	Sig. (2-tailed)		.000
	N	100	100
OCB	Pearson Correlation	.683**	1
	Sig. (2-tailed)	.000	
	N	100	100

Table 5: Overall correlation values

	IL	OCB	WL
IL	1.000	0.484	0.550
OCB	0.484	1.000	0.274
WL	0.550	0.274	1.000

From path coefficients and total effects also, significant relationship was found, Work life balance and Inclusive leadership were found to be strongly correlated.

Table 6: Path Coefficients

OCB -> IL	0.387
OCB -> WL	0.350
WL -> IL	0.380

The collinearity statistics through VIF was also found to be less than 10 indicating representation of no multicollinearity in the model. All the values were below 1.5 as VIF measures the strength of correlations between the independent factors in the regression analysis and same was found in regression analysis.

Table 7: Collinearity Statistics

	IL	OCB	WL
IL			
OCB		1.081	1.000
WL		1.081	

Table 8: R-square R-square adjusted

IL	0.422	0 .411
WL	0.075	0.066

5. CONCLUSION AND RECOMMENDATION

This study examined the complicated relationships between inclusive leadership, workplace inclusion, and organizational citizenship behaviour (OCB) in multicultural workplaces. The study focused on Indian and US IT enterprises. The research examined these relationships to better understand how organizational policies and leadership practices affect employee behaviour and organizational outcomes.

The research shows that inclusive leadership strongly influences workplace inclusion perceptions and organizational citizenship. We found that inclusive leadership positively affects workplace inclusion and organizational citizenship behaviour (OCB) using advanced statistical methods like structural equation modelling (SEM) and correlation analysis. In addition, this study found that workplace inclusion mediates the relationship between inclusive leadership and corporate citizenship behaviour. This highlights the need of inclusive work cultures that allow people to contribute beyond their job duties by fostering a sense of worth, respect, and empowerment.

This study has major theoretical and practical ramifications. The outcome of this study adds to the literature by explaining how inclusive leadership affects organizational outcomes. Their research attempts to improve on current information and illuminate how inclusive leadership approaches affect numerous areas of an organization's success. The study emphasizes workplace inclusion as a mediator, emphasizing the need for firms to pursue inclusive leadership practices and create settings that celebrate and use diversity for success.

Recommendations

Organizations should invest in leadership development. Programs that encourage inclusive leadership among managers and executives should be prioritized. The proposed initiatives should focus on leaders' empathy, communication, and ability to create an inclusive, varied atmosphere. Comprehensive diversity and inclusion training programs are recommended to encourage diversity and inclusion in the organization. These training programs attempt to enhance employee awareness, challenge biases, and promote inclusion. Organizations can foster a culture of diversity by teaching employees about and appreciating diversity. Beyond regulatory training, the proposed programs should emphasize the business case for diversity. This involves demonstrating how diversity boosts innovation, creativity, and organizational performance.

Inclusive workplaces promote safety, respect, and value for all employees. Open dialogue, diversity, and strong support networks for minority groups are essential. Open discourse allows people from different backgrounds to freely share their thoughts, ideas, and concerns, creating a more inclusive and productive environment. Celebrate variety by embracing the distinct viewpoints, experiences, and contributions of people from different backgrounds. This deepens discourse and breaks down barriers and biases. To foster workplace inclusivity and cohesion, recognize and thank each employee for their unique and valuable contributions. Facilitating cross-cultural training and intergroup encounters promotes understanding. These projects encourage cross-cultural understanding and collaboration among employees. To foster learning and respect, sharing thoughts and experiences is encouraged. Promoting diversity and inclusion in an organization requires stakeholder engagement. Customers, staff, and other stakeholders should be involved in these projects.

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