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IS THE ASSIGNMENT CONFIDENTIAL?

NO

TITLE: ENHANCING ORGANIZATIONAL DIVERSITY THROUGH LEADERSHIP
PRACTICES: A LITERATURE REVIEW.

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Abstract

This master thesis aims to identify effective leadership practices and shed light on how they can enhance organizational diversity and the benefits and challenges associated with doing so. It uses a narrative literature review to synthesize findings from various studies. The findings underscore the pivotal role of leadership practices in enhancing organizational diversity. Thus, leaders must be inclusive, supportive, empowering, promoting, and aligning with organizational values. The findings also highlight the practices that leaders should avoid. Furthermore, the findings highlight the benefits and challenges of practicing diversity in business. The implication is that leaders and organizations can develop informed strategies and interventions using the identified leadership practices to enhance organizational diversity.

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Preface

Acknowledgements

As I stand on the threshold of completing my master's journey, I am filled with a sense of accomplishment and gratitude to God Almighty. This thesis represents the culmination of months of rigorous research, contemplation, and scholarly pursuit. The journey taken to create this work has been both challenging and rewarding. From the initial spark of curiosity to the final stages of analysis, each step has contributed to my growth as a scholar and researcher. I am indebted to the University of Stavanger for providing me with the resources and support necessary to undertake this endeavour. I would like to express my heartfelt gratitude to my thesis supervisor, Rune Todnem By, whose guidance, wisdom, and encouragement have been invaluable throughout this process.

To my family and friends, thank you for your unwavering support, patience, and understanding. Your encouragement sustained me through the inevitable challenges and setbacks encountered along the way. Finally, for the readers of this thesis, I hope that the insights presented herein contribute to the body of knowledge in service leadership in international business. It is my sincere wish that this work sparks further inquiry and discussion within the academic community.

Chapter 1: Introduction

1.1 Background of the study

The purpose of the study is to identify effective leadership practices and understand how they can enhance organizational diversity and the benefits and challenges associated with doing so. The motivation is that in today's business landscape, effective leadership plays a vital role in nurturing organizational diversity (Homan et al., 2007; Waldman, 2023). As such, leadership practices are instrumental in shaping organizational culture and strategic systems to accommodate diversity (Ledlow & Coppola, 2010). Broadly, leadership practices explore how leadership evolves and manifests in everyday situations (Raelin, 2016). On one hand, these can be good practices, such as being inclusive and supportive. On the other hand, these can be bad practices such as being autocratic and unsupportive.

Moreover, as businesses adapt to the demands of globalization, the importance of diversity becomes increasingly apparent (Homan et al., 2007). Research conducted by McKinsey et al. (2020) highlights the link between diversity and business performance, emphasizing the need for leaders to understand how to effectively integrate diversity into practice and to recognize the challenges and advantages associated with embracing diversity in the corporate realm.

Moreover, organizational diversity can drive business growth and success by fostering innovation and productivity, thereby establishing a competitive edge in the marketplace (Saxena, 2014). However, it is crucial to acknowledge that implementing diversity in business presents its own set of challenges, and merely having a diverse workforce does not guarantee productivity. In fact, without adequate knowledge of the requisite leadership practices, a

diverse workforce can result in inefficiency (Saxena, 2014). Consequently, there is a significant interest in researching this area of focus.

1.2 Problem statement

The implementation of anti-discrimination policies has integrated diversity into the core values or commitments of companies, often showcased on corporate websites and similar platforms (Pollmann-Larsen et al., 2022). Furthermore, increasing societal pressure to embrace diversity has prompted businesses to reevaluate their initiatives and assume greater responsibility for fostering diversity within communities (Pollmann-Larsen et al., 2022). Therefore, organizational diversity is an important topic within the service industry. However, while the literature highlights the importance of organisational diversity, it seems to be silent about the role of agency, who should ensure it and how they should do it or not do it.

Arguably, leadership practices are important to ensuring organisational diversity. For example, when leaders are inclusive and supportive at work, employees tend to feel valued and respected (Mitchell et al., 2014). In contrast, when leaders are unsupportive and are not open to any feedback, employees may feel unvalued and not willing to work. (Mor Barak et al., 2022). However, the literature has focused on different theories of leadership and their effects on organizations.(Kement et al., 2024) thereby presenting leadership as an opaque puzzle and overlooking what leaders should do or not do, or their practices. Thus, despite this obvious link, the two streams of literature on organisational diversity and leadership practice seem to run in parallel. As a result, it seems there is scant research on leadership practices and how they enhance organisational diversity. Therefore, we lack an understanding of what leaders should do or not do to enhance organizational diversity. Consequently, we do not know how their

practices enhance organizational diversity or the challenges they face in doing so. Therefore, this study aims to pinpoint effective leadership practices conducive to enhancing organizational diversity.

1.3 Research question

How can leadership practices enhance organizational diversity?

1.4 Objectives of the study

To identify elements of organisational diversity.

To identify effective leadership practices and how they enhance organizational diversity.

To identify and explain the benefits and challenges of practicing diversity in business.

1.5 Significance of the Study

The findings of this study could contribute to new knowledge on leadership practices, and how they enhance organisational diversity. Preliminary research suggests that the link between the two has not been explored. Further, the findings will provide valuable insights for leaders, practitioners, or HR professionals in business, who are seeking to leverage diversity for organizational performance. Also, in business there is a need to continue looking for ways to create value as trends change (Pollmann-Larsen, et al., 2022). Therefore, this study will provide practical recommendations on how leaders can create value in business through diversity practices.

1.6 Theoretical frameworks

The study will draw upon the Diversity Wheel framework (Loden, 1996; Chrobot-Mason, 2003; InterExchange, 2023), which examines various dimensions of diversity within individuals and institutions. These include primary and secondary dimensions of diversity. This framework encourages a holistic approach to considering values, beliefs, and identity dimensions for both individuals and organizations (InterExchange, 2023). Thus, it can be inferred that this framework will aid in identifying optimal strategies for comprehending diversity within organizational contexts.

Furthermore, the study will utilize the Direction-Alignment-Commitment (DAC) Framework proposed by Drath et al. (2008), which presents an alternative ontology of leadership. This framework replaces the traditional tripod entities of leaders, followers, and shared goals with three key leadership outcomes: direction, alignment, and commitment. Direction refers to widespread agreement on overarching goals and mission, alignment involves organizing knowledge and work within the collective, and commitment entails members' willingness to prioritize collective interests over individual ones (Drath et al., 2008). Other scholars like By (2021) have also used this framework in their work on leadership and practice. Moreover, Gaisch et al. (2019) argue that leadership culture is the driver or operating system for the DAC framework. Therefore, focusing on the DAC framework could facilitate a deeper understanding of the importance of leadership in creating an organizational culture that is conducive to workplace diversity.

Chapter 2: Literature Review

2.1 Chapter introduction

This chapter reviews relevant literature on organizational diversity and leadership practices. To address the research question, “How can leadership practices enhance organizational diversity?”, this chapter first delves into the concept of diversity examining its definition, dimensions, and the diversity wheel framework. It also explores the benefits, and challenges of implementing diversity in business settings. The literature review delves deeper into the theoretical aspects of leadership, including its definition, the DAC leadership framework, the dos and don'ts of various leadership practices that are drawn from different leadership theories and their implications for promoting diversity. Lastly, it will give a conclusion with major themes and gaps identified which the research question of this study will further develop to help understand the area under study.

2.2 Diversity

2.2.1 Definitional understanding

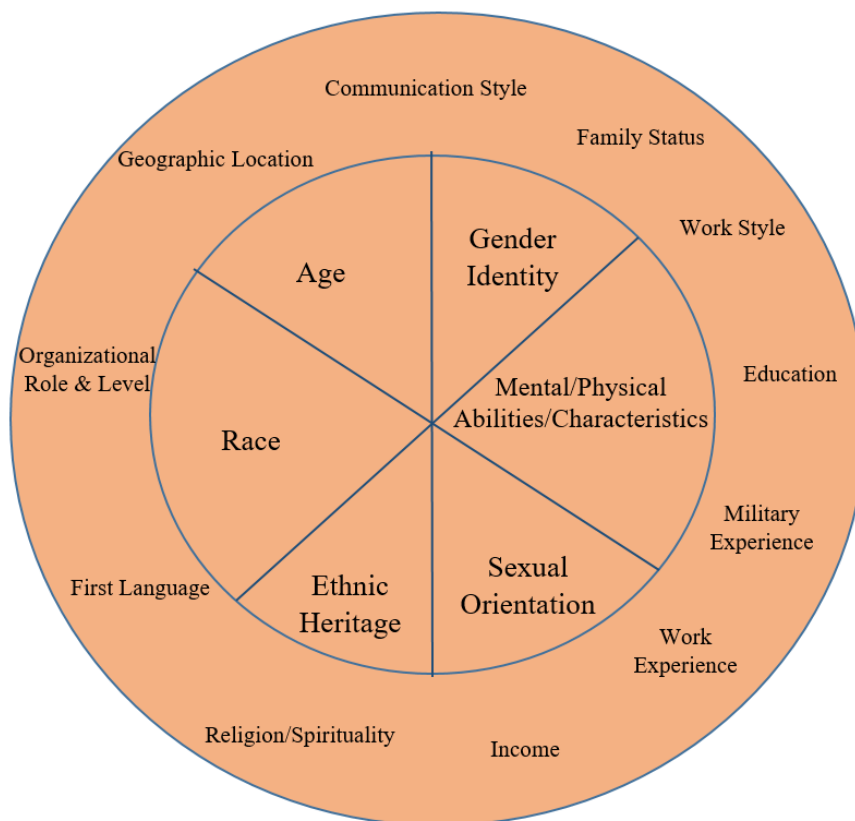
The exploration of 'diversity' is paramount in the context of enhancing organizational diversity through leadership practices. As noted by Point and Singh (2003), 'diversity' has become a widely recognized concept across various spheres, including policymaking, academia, and public discourse. There are diverse definitions of diversity with contextual interpretations that vary significantly. For instance, in terms of employment, 'diversity' is often linked to numerical composition, particularly concerning workplace demographics (Whysall & Bruce, 2023). Conversely, in management contexts, it is closely associated with fostering inclusive behaviour (Schulze & Pinkow, 2020).

Moreover, Pullen et al. (2021) define diversity as a cluster of attributes encompassing demographic factors, task-related knowledge and abilities, values, beliefs, attitudes, personality traits, cognitive and behavioural styles, and organizational status. Also, Chen and Van Velsor (1996) add that diversity is a socially constructed issue that requires examination within a cultural-historical context. As a result, one can argue that understanding these various dimensions of diversity is critical for leaders aiming to promote organizational diversity through effective leadership practices. By recognizing and embracing the wide-ranging influences of diversity, leaders can create inclusive environments where individuals' diverse values, opportunities, and perceptions are valued and leveraged for organizational success. However, to further understand diversity, it is important to delve into its dimensions.

2.2.2 Dimensions of Diversity

First, Loden (1996) divides diversity into two primary dimensions, such as age, gender identity, race, mental or physical abilities, ethnic heritage, and sexual orientation. The author further argues that there are secondary dimensions, which include education, income, family status, language and but not limited to, work experience. These dimensions vary in visibility, with primary attributes typically being more apparent than secondary attributes, which may be less visible, or even invisible (Loden, 1996). Recent scholars have also used this framework to understand the concept of diversity (InterExchange, 2023). Loden's diversity model illustrates diversity as comprising both primary dimensions, represented by the inner circle, and secondary dimensions, depicted in the outer circle (Jones, 2016) as shown by the diagram below:

Figure 1. Diversity wheel framework



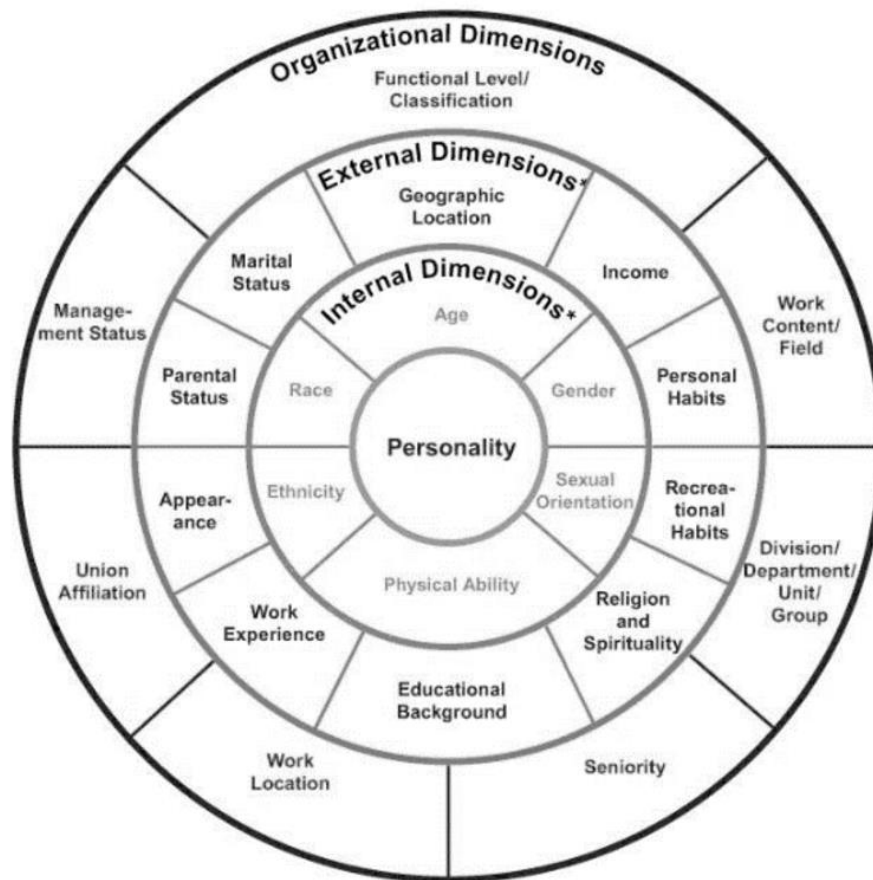
(Jones, 2016, p97).

According to Sondak and Cañas (2010), understanding Loden's primary and secondary dimensions of diversity help to illuminate the core aspects of individuals' identities and the more flexible, less visible traits that also influence workplace dynamics. Therefore, one can argue that recognizing the dynamic nature of these dimensions is essential for fostering an inclusive environment where diverse perspectives are valued.

Secondly, Gardenswartz and Rowe (2003) extend Loden's diversity dimensions highlighting the importance of an on-going dialogue and exploration in promoting organizational diversity.

The diagram below shows the contributions made by Gardenswartz and Rowe (2003).

Figure 2. Modified diversity wheel framework



(Maj, 2015 p96)

Gardenswartz and Rowe (2003) posit that the core of the diversity model is the individual's "personality," described as the inherently unique aspect that permeates all other layers. Following this central element, the model progresses to the "internal dimensions" (referred to as Loden's primary dimensions) and subsequently to the "external dimensions" (Loden's secondary dimensions) (Sondak & Cañas, 2010). Then, the outermost layer encompasses organizational characteristics such as union affiliation, management status, and professional field or work content (Sondak & Cañas, 2010). Thus, the interconnectedness of individual characteristics emphasized by these models underscores the importance for leaders to comprehend the various dimensions of diversity, spanning from personality traits to organizational attributes, particularly when managing a diverse workforce (Maj, 2015).

Therefore, this study builds on these two frameworks of diversity with the aim of understanding how diversity emerges and what it encompasses.

However, it is important to note that these frameworks have been criticized by other scholars. For instance, Gaisch et al. (2019) contend that Loden's (1996) first diversity wheel, which emphasizes personality as the primary unifying factor for other layers fails to integrate with them. Additionally, Gaisch et al. (2019) contend that the second diversity wheel, created by Gardenswartz and Rowe in 2003, emphasizes workforce diversity without considering unique demands and opportunities specific to universities. Therefore, one can argue that the above-mentioned frameworks do not seem to cover all aspects required to enhance organizational diversity. Meanwhile, one can argue that exploring these frameworks by Loden (1996) and Gardenswartz and Rowe (2003) provides a valuable starting point to further understand organizational diversity.

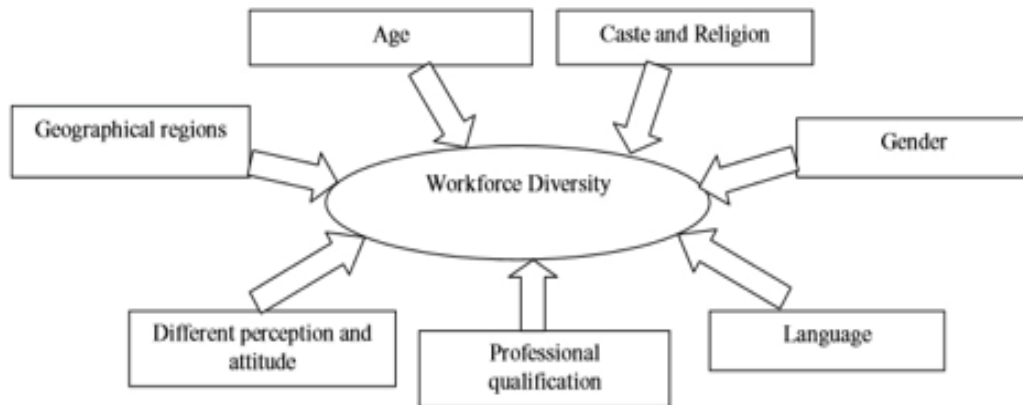
2.2.3 Organizational diversity

The concept of diversity within organizations encompasses both similarities and differences among employees across various dimensions such as age, cultural background, physical abilities and disabilities, race, religion, gender, and sexual orientation (Saxena, 2014). Majczyk (2022) emphasizes that leveraging a diverse workforce is essential for the vitality of every organization. Moreover, in today's dynamic landscape, organizations that prioritize the recruitment of high-quality and competitive talent irrespective of age, attitudes, language, gender, or religious beliefs are better positioned to thrive in the marketplace (Ghosh et al., 2023). Thus, it can be argued that organizational diversity remains an important topic to discuss. Saxena (2014), aiming to elucidate the complexities of workforce diversity and its

significance in organizational success, depicts the concept of workforce diversity in the diagram below.

Figure 3. Key variables of workforce diversity

Figure 1: The Key Variables of Workforce Diversity



(Saxena, 2014, p 77)

From the diagram above, one can argue that workforce diversity encompasses various dimensions such as language, gender, age, professional qualification and so on. Therefore, it can be noted that the dimensions of diversity and this model have a lot in common. However, the literature remains silent about how leadership practices can enhance organizational diversity.

Moreover, it is argued that the globalization of markets has rendered workforce diversity imperative for organizations, prompting governments to advocate for diversity in public service workplaces, particularly considering immigrant populations (Majczyk, 2022). However, despite this significance, prior research has not provided adequate literature about what leaders should do or not do to enhance organizational diversity (Qureshi et al., 2023). Therefore, there is a compelling need for continued research attention on organizational diversity, underscoring the importance of this study.

Lastly, it is argued that as the market expands globally, the purchasing power of various demographic groups increases, necessitating organizations to understand and cater to the diverse needs of their consumer base (Croitoru, Florea et al., 2022). Therefore, embracing diversity is crucial for enhancing organizational competitiveness and adapting to the demands of the global market, as organizations must grasp diverse perspectives worldwide to effectively offer products and services desired by consumers (Singh & Babbar, 2021). Thus, it is equally important to understand the benefits of practicing diversity within organizations.

2.2.4 Benefits of practicing diversity in business

Researchers contend that organizations reap numerous benefits when they actively assess, develop, and implement workplace diversity plans. These benefits include firstly, that diversity fosters innovation and productivity, cultivating a culture that surpasses competitors (Saxena, 2014). Secondly, multicultural organizations are better equipped to serve diverse external clienteles in an increasingly globalized market, understanding the legal, political, social, economic, and cultural landscapes of foreign nations (Qureshi et al., 2023).

Thirdly, in research-oriented and hi-tech industries, a gender- and ethnically diverse organization yields a broad talent pool, providing a valuable advantage as "creativity thrives on diversity" (Morgan, 1989). Fourthly, multicultural organizations excel in problem-solving, displaying multiple perspectives and interpretations when addressing complex issues (Canas & Sondak, 2013). Fifthly, diverse workforces offer a wider array of solutions in service, sourcing, and resource allocation (Roberge & van Dick, 2010).

Sixthly, employees from diverse backgrounds contribute individual talents and experiences, suggesting flexible ideas adaptable to market fluctuations and customer demands (Majczyk, 2022). Lastly, a diverse range of skills and experiences allows companies to serve global

customers effectively (Canas & Sondak, 2013). Despite these advantages, Saxena (2014) cautions that managing a workforce comprising individuals of different ages, genders, perceptions, attitudes, castes, religions, and regions can pose significant challenges for both management and employees. Therefore, addressing these challenges is crucial, as organizational success hinges on effectively managing diverse networks of people striving toward common objectives (Canas & Sondak, 2013). Thus, acknowledging and addressing the complexities and challenges associated with diversity in business is imperative for organizational effectiveness.

2.2.5 Challenges of practicing diversity in business

Hiring a diverse workforce can pose challenges if not managed effectively, as both management and employees may encounter issues such as language barriers, clashes in attitudes, and differences in perceptions, all of which directly impact human behaviour and ultimately affect organizational productivity (Canas & Sondak, 2013). However, these challenges can be addressed through various strategies, such as promoting the use of a common language among employees, implementing motivational and mentorship programs, fostering open communication channels between employees and employers, and encouraging employee participation (Saxena, 2014). It's important to recognize that diversity is not merely a matter of cultural differences but also a matter of ensuring quality within the organization (Qureshi et al., 2023). Hence, it is crucial for leaders in diverse organizations to be cognizant of these challenges and to consider leadership practices that can help to enhance diversity within organizations.

2.3 Leadership

2.3.1 Definition of leadership

Leadership has numerous definitions, with one prevalent understanding being the ability to assess, develop, maintain, and change the organizational culture and strategic systems to optimally meet the needs and expectations of the external environment (Ledlow & Coppola, 2010). Therefore, it can be argued that a leader plays a vital role in the process of shaping the organizational culture and strategic systems. Thus, it is crucial to comprehend the meaning of leadership to discern effective leadership practices.

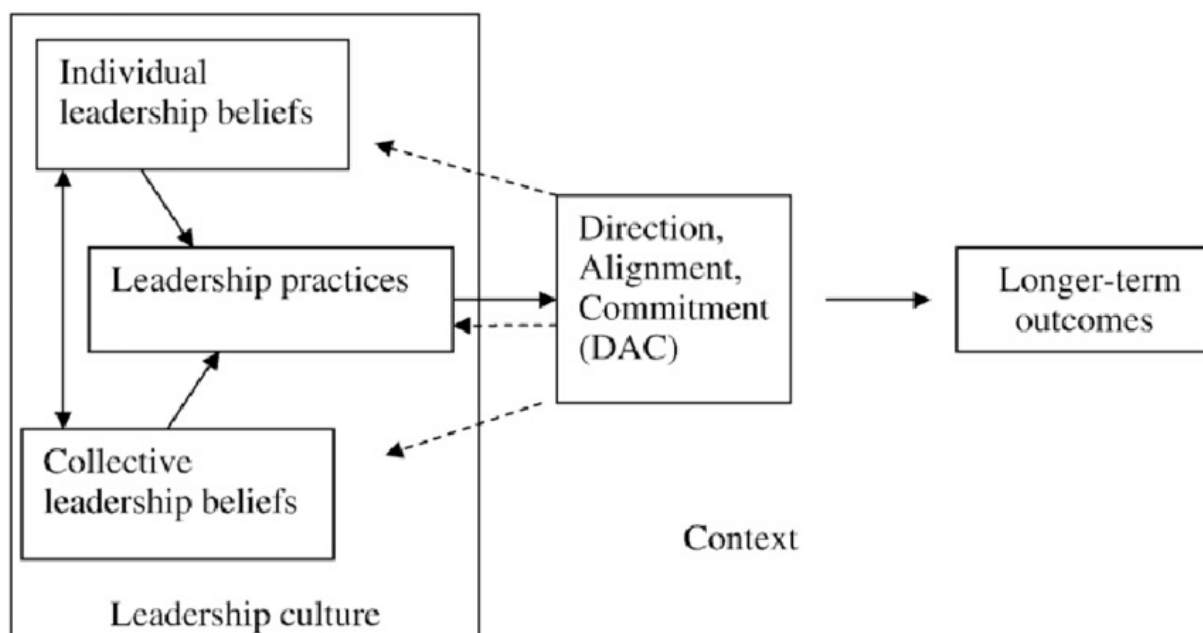
Moreso, Bass and Riggio (2006) define leadership as an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes. The authors argue that for leadership to exist, four essential elements must be present the relationship is based on influence, leaders and followers are the people in this relationship, leaders and followers intend real change, and leaders and followers develop mutual purposes. Therefore, it is crucial to comprehend the nature of the relationship between leaders and followers to suggest optimal leadership practices.

Moreover, the concept of leadership can be conceptualized through the Direct Alignment Commitment (DAC) framework, as proposed by Drath et al. (2008). This framework views all behaviours, interactions, and systems within a collective aimed at generating DAC as elements of leadership practice. This implies that leadership encompasses activities that may not conventionally be labelled as such or are not recognized as leadership within a specific context or culture (Talley & Hull, 2023). These activities include teamwork, organizational learning, collective system operations, dialogue, and intentional culture change (Talley & Hull, 2023). Oral (2019) agrees with Drath et al. (2008) that the strength of this framework lies in its

enhanced integrative capability. Consequently, it can be argued that this form of leadership practice fosters the development of a culture capable of unifying diverse elements, ideas, or perspectives, thereby cultivating a supportive work environment conducive to diversity.

Moreso, Drath et al. (2008) further suggest that while the DAC ontology broadens the scope of social interactions considered as leadership, not all social interactions constitute leadership. Rather, leadership is defined by its focus on producing DAC, as illustrated in the diagram below.

Figure 4. DAC Framework



(Drath et al, 2008, p642)

Talley and Hull (2023) concur with this model and posit that within the DAC-framework, leadership development is not just about refining existing beliefs and practices; it's about nurturing a culture of leadership, in this case a culture that can effectively promote organizational diversity. Therefore, one can argue that this framework offers a comprehensive language that extends beyond traditional leadership models, emphasizing the integration of

diverse perspectives and goals (By, 2021). By embracing this inclusive approach to leadership, organizations can cultivate a culture where diversity is valued and supported. According to Drath et al. (2008), leadership, within this broader perspective, encompasses all facets of human endeavour aimed at creating an environment conducive to achieving collective long-term objectives. Thus, leaders play a vital role in shaping a leadership culture that not only facilitates teamwork, organizational learning, and effective systems management but also celebrates diversity as a fundamental asset.

However, it's crucial to recognize the limitations of this framework, particularly its occasional difficulty in distinguishing between structures and practices that yield positive outcomes. McCauley and Palus (2021) argue that the DAC framework lacks prescriptive guidance for enhancing it particularly in groups. The authors continue to argue that DAC does not provide concrete actions to drive the leadership framework. Therefore, in this case the framework does not explicitly prescribe practices for leaders to follow, but rather provides an explanation and assessment of the framework. Hence, this study continues to dig deep into what practices leaders should do or not do to enhance organizational diversity.

Despite the limitations, the emphasis that the DAC framework puts on leaders fostering a leadership culture that can embrace diversity remains important. Therefore, one can argue that the DAC framework can be a starting point for exploring the topic of leadership and understanding the practices that leaders should and should not do to enhance organizational diversity.

2.3.2 Leadership practices.

Raelin (2016) argues that leadership as practice focuses less on individual actions or beliefs and more on collective achievements, it explores how leadership evolves and manifests in everyday situations. Therefore, this study will look at different ways leaders lead their employees, like by being supportive or empowering. But it is more about what leaders do than the theories behind them. The study focuses on the good and bad things leaders should do, rather than arguing about which theory is best, to help organizations become more diverse.

From the existing leadership theories such as transformational, participative, delegative and transactional, one can draw various leadership practices that leaders should do and not do. The table below delineates the recommended leadership practices for leaders, along with the corresponding theories that inform them.

Table 1. Leadership practices and theories.

Leadership practices	Transformational (Diko & Saxena 2023)	Participative (Wang et al., 2022)	Delegative (Maloş 2012).	Transactional (Tavanti 2008).
Inspiring followers to commit shared visions and goals for organizations.	✓			✓
Challenging followers to be innovative problem solvers.	✓			
Developing leadership capacity.	✓	✓		
Inspirational motivation	✓	✓		✓
Intellectual stimulation	✓		✓	
Supporting employees	✓	✓	✓	
Individualized consideration	✓		✓	

Idealized influence	✓			
Providing feedback		✓		✓
Encouraging group performance		✓		✓
Consulting and involving employees in decision making.		✓		
Empowering employees		✓	✓	

Author`s creation based on (Diko & Saxena 2023; MaloŞ 2012; Wang et al., 2022; Tavant 2008)

From the above table, one can argue that the four leadership theories examined transformational, transactional, participative, and delegative offer varying perspectives on leadership practices. Despite the existence of other leadership theories like servant leadership (Ali ,2024) , the selected theories receive more frequent study and empirical support within the context of organizational diversity. Therefore, these theories hold a central position in the existing literature on the topic.

Firstly, transformational leadership emphasizes inspiring followers, fostering innovation, and individualized consideration, which can enhance organizational diversity by leveraging diverse talents and empowering employees to contribute their unique perspectives (Diko & Saxena ,2023). Secondly, transactional leadership, through its emphasis on social exchange and feedback mechanisms, can also positively influence group performance and morale, thereby contributing to organizational diversity by fostering collaboration and inclusive decision-making processes (Tavanti 2008). Thirdly, participative leadership, characterized by involving subordinates in decision-making and providing resources, promotes employee engagement and ownership, which are essential for navigating the challenges of diversity within the workforce (Wang, Hou & Li 2022).

Lastly, delegative leadership, although granting autonomy and freedom to employees, may not always be conducive to enhancing organizational diversity, as it relies heavily on followers' self-motivation and expertise (Maloş, 2012). Therefore, one can argue that leaders need to absorb different practices from different theories and avoid relying on one theory to enhance organizational diversity.

However, it is important to note that these leadership theories can also help identify leadership practices that leaders should not do if they aim to enhance organizational diversity. According to the above-mentioned theories, the researcher has identified some leadership practices that leaders should avoid. Firstly, they should not **ignore diverse perspectives** as failing to consider diverse viewpoints goes against the principles of transformational leadership, which emphasize the importance of individualized consideration and valuing the contributions of all team members (Bass & Riggio, 2006). Transformational leaders actively seek input from diverse stakeholders to foster innovation and create inclusive work environments.

Secondly, leaders should refrain from **exercising authoritarian control**, such as autocratic leadership styles, which are characterized by centralized decision-making and strict control. These contradict the principles of participative leadership, which advocate for involving subordinates in decision-making processes (Wang, Hou, & Li, 2022). Participative leaders should recognize the value of collaboration and shared decision-making in promoting organizational diversity and fostering employee engagement. Thirdly, **micromanaging** employees undermines the trust and autonomy essential for effective leadership, as highlighted in the transactional leadership theory, which emphasizes the importance of providing followers with the autonomy to execute tasks (Maloş, 2012). Transactional leaders should focus on setting clear expectations and providing support rather than micromanaging the details of their subordinates' work.

Fourthly, leaders should not **fail to provide equal access to development opportunities**, as this contradicts the principles of transformational leadership, which emphasize the importance of developing the leadership capacity of followers through coaching and mentoring (Bass & Riggio, 2006). Transformational leaders invest in the growth and development of all employees, regardless of their background, to foster a culture of inclusivity and support.

Lastly, leaders should not **implement one-size-fits-all solutions**. This means that leaders should not implement uniform policies without considering the unique needs and experiences of diverse employees as this is inconsistent with the principles of participative leadership, which emphasize involving employees in decision-making processes (Wang, Hou, & Li, 2022). Participative leaders recognize the importance of tailoring strategies to accommodate diverse perspectives and promote inclusivity within the organization. By avoiding these detrimental practices and aligning their leadership approaches with the principles of transformational, transactional, and participative leadership, leaders can effectively enhance organizational diversity and create inclusive work environments where all employees feel valued and empowered to contribute their best.

2.8 Chapter summary

The discussion provides valuable insights into diversity, its dimensions, organizational diversity, benefits, and challenges associated with diversity practice. It has also been highlighted that leadership plays a pivotal role in organizational diversity. However, since the literature does not provide specific leadership practices that leaders should do or not do, the researcher drew on various leadership theories. Therefore, one can argue that these practices

are crucial for enhancing organizational diversity, as they provide frameworks and strategies for leaders to effectively manage diverse teams, foster inclusive cultures, and capitalize on the strengths of a diverse workforce. By understanding and implementing these practices, leaders can create environments where all employees feel valued, respected, and empowered to contribute to their full potential, ultimately leading to greater innovation, productivity, and success in today's diverse global landscape. (Bass & Riggio, 2006; Wang, Hou, & Li, 2022; Maloş, 2012; Saxena, 2014).

Chapter 3: Research Methodology.

3.1 Chapter introduction

The aim of this research is to identify effective leadership practices that promote organizational diversity and examine the challenges and advantages associated with diversity in business settings. To accomplish this goal, a qualitative methodology was utilized, specifically focusing on a narrative literature review. Qualitative research methods, such as narrative literature reviews, allow for a deep exploration and interpretation of existing literature (Templier & Pare, 2015).

By adopting a qualitative analysis, this study seeks to uncover nuanced insights and perspectives within the literature, providing a rich understanding of the leadership practices that contribute to enhancing organizational diversity (Green et al., 2006). Additionally, qualitative methods are well-suited for capturing the complexities and nuances of diversity-related issues, allowing for a comprehensive examination of the topic from various angles (Atkin & Chattoo, 2006). Therefore, a qualitative approach was chosen to provide a robust and nuanced exploration of leadership practices in the context of organizational diversity.

3.3 Literature Review as a research method.

Literature reviews hold significant importance in academic research because science relies heavily on accumulating knowledge over time (Brocke et al., 2009). According to Templier and Pare (2015), literature reviews serve several essential purposes and these include firstly, helping identify existing literature on a particular subject or topic. Secondly, they enable the assessment of trends or patterns within a specific research area. Thirdly, they aggregate empirical findings pertaining to a narrow research question, facilitating evidence-based

practice. Fourthly, they aggregate empirical findings pertaining to a narrow research question, facilitating evidence-based practice. Fifth, they contribute to the development of new frameworks and theories. Lastly, they pinpoint topics or questions that warrant further investigation.

Moreover, other scholars argue that instead of only serving as a foundation for an individual researcher's work, literature reviews establish a robust starting point for all community members interested in a specific area or topic (Yang & Gyekis, 2012). A review article can also be considered as a journal-length paper, that aims to synthesize the literature within a field without collecting or analysing primary data (Green et al., 2006). When conducted effectively, review articles become valuable resources for practitioners seeking up-to-date evidence to inform their decision-making and professional practices (Bahishti, 2021). Moreover, high-quality reviews often serve as primary references for researchers embarking on empirical studies (Yang & Gyekis, 2012). Studies tracking article impact have noted that review papers are cited and downloaded more frequently than any other type of published article (Montori et al., 2003).

This popularity may stem from the fact that reading reviews provides an overview, if not detailed knowledge, of the area under investigation, along with references to pertinent primary sources (Cronin et al., 2008). Despite the challenges associated with their completion, committing to producing a review article contributes significantly to the academic community (Petticrew & Roberts, 2006). Consequently, one can argue that conducting a literature review serves as a valuable research methodology for students aiming to address gaps and offer recommendations within a particular study area.

Researchers have played a significant role in advancing the methodology of "traditional" reviews (Templier & Pare, 2015). These include researchers such as Brocke et al. (2009) who

contributed a set of guidelines for conducting literature reviews, with a specific focus on searching for and extracting relevant knowledge. Hence, it can be argued that the methodology of literature reviews holds crucial significance within research.

Moreover, Templier & Pare (2015), outlined six generic steps for conducting a review article that include: firstly, formulating research questions and objectives; secondly, searching the literature; thirdly, screening for inclusion; fourthly, assessing the quality of primary studies; fifthly, extracting data; and lastly, analysing data.

Furthermore, Rother (2007) is of the view that there are two main types of scientific literature reviews, which include systematic and narrative reviews. The diagram below shows the distinctive characteristics and goals of the two review methods.

Table 2. Differences between systematic and narrative literature review.

Features	Narrative Literature Review	Systematic Literature Review
Question	Broad	Specific
Source	Not usually specified, potentially biased	Comprehensive sources, explicit search approach
Selection	Not usually specified, potentially biased	Criterion-based selection, uniformly applied
Evaluation	Variable	Rigorous critical evaluation
Synthesis	Often qualitative	Quantitative
Inferences	Sometimes evidence based.	Usually evidence-based

Author`s creation based on (Rother, 2007 p78)

Therefore, one can agree that a narrative review methodology can be suitable for this study due to the broad scope of the research question (Rother, 2007). Moreover, one can argue that this approach is suitable because it facilitates a variety of assessments and qualitative synthesis

(Cronin et al., 2008), thereby fulfilling the study's goal of identifying effective leadership practices that can enhance organizational diversity.

A narrative literature review is a method that provides a qualitative interpretation of existing literature, aiming to summarize and synthesize prior knowledge on a specific topic without necessarily seeking generalizations or cumulative knowledge (Baumeister & Leary, 1997). As a result, this approach was chosen to analyze the existing literature on leadership practices that promote organizational diversity, as well as the obstacles and benefits of diversity in the business context. This method allows for a comprehensive examination of the topic, highlighting critical insights and perspectives within the literature (Templier & Pare, 2015).

The table below shows the pros and cons of narrative review as a research method:

Table 3 Pros and Cons of a Narrative Literature Review.

Pros	Cons
Comprehensive background for understanding current knowledge (Cronin et al., 2008)	Bias due to selectivity and subjectivity (Pare et al., 2017)
Up to date information (Gregory & Denniss, 2018)	Lacks explicit criteria due to unsystematic approach (Green et al., 2006)
Identify gaps or inconsistencies in a body knowledge (Yang & Gyekis, 2012).	Does not describe the methodological approach that permits quantitative research (Rother, 2007).
Can be used as educational articles to bring practitioners up to date certain topics (Green et al., 2006).	

Author's creation based on the work of cited scholars.

3.2 Structure of the narrative literature review.

The review will present various themes, chronological order, and theoretical perspectives summarized from 13 selected articles. This will provide a detailed overview of the articles, including any gaps and the relationship among them. Finally, the researcher will present the findings and discussions, interpreting and integrating with existing literature, and sharing their insights on the recommendations and implications of the study.

3.3 Data extraction Process and synthesize.

i. Inclusion Criteria:

The data extraction process started on November 27, 2023, until February 31, 2024. The researcher selected articles published between [2020] and the current date from the Scopus data base, except for 2 articles (2007, 2012) that were selected from Google Scholar and the University Library respectively. Despite these two articles falling outside the specified timeframe, they were found to be useful seminal works that provide foundational knowledge and context for the area under study. By incorporating both recent and seminal works, we aimed to present a well- rounded perspective on the topic.

The study design of the articles was mostly empirical studies, theoretical papers, and literature reviews. The researcher selected articles that addressed the role of leadership practices in promoting organizational diversity and the challenges, and benefits of embracing diversity in business to ensure their relevance to the study.

ii. Literature Search Strategy:

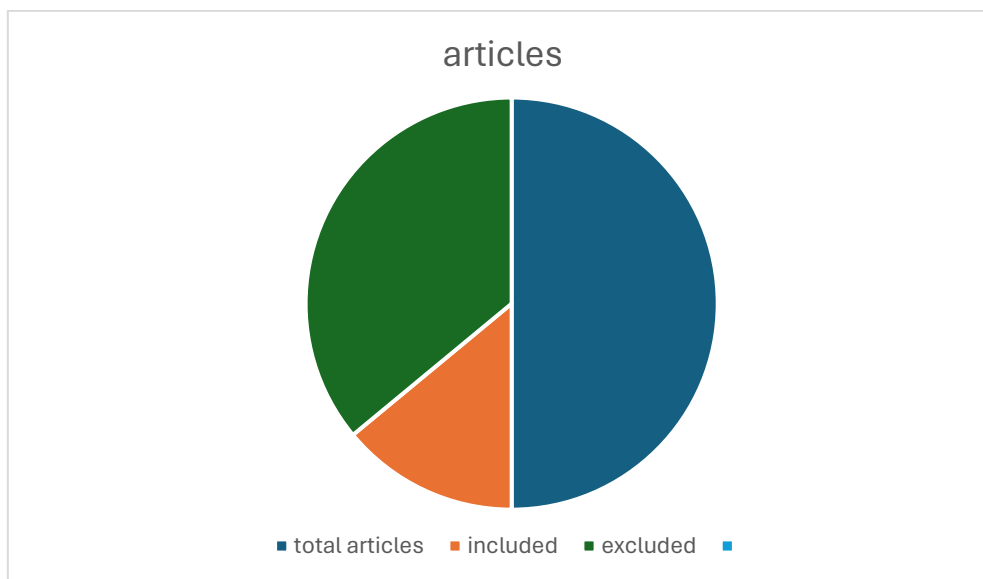
Databases searched include Scopus, Google Scholar, and the University Library. The researcher also used search terms such as "organizational diversity", "leadership practices",

"diversity", "challenges and benefits of diversity", "leadership". The researcher also used filters including English language, peer-reviewed journals, Social Sciences and Business, Management, and Accounting categories.

iii. Screening and Selection:

The initial search results were 1285 articles identified through database searches. After title and abstract screening, the number was reduced to 300 articles screened for relevance based on inclusion criteria. The researcher then conducted a full-Text Review and selected 50 articles for full-text review. Lastly, the final selection resulted in 13 articles being included in the data extraction process. The below diagram shows the number of articles identified, screened, and included or excluded during the study selection.

Figure 5. Articles screened, included, and excluded.



iv. Data Extraction Template:

Developed a standardized data extraction template capturing the following information; also refer to the appendix for a sample of the template:

- Author(s)
- Publication Year
- Study Design
- Sample Selected
- Leadership Practices Examined
- Organizational Diversity Initiatives
- Key Findings
- Recommendations

v. Organized Data:

The researcher organized extracted data in a spreadsheet format for systematic analysis and grouped articles based on thematic similarities and key focus areas such as transformational leadership, diversity training programs.

vi. Data Synthesis:

Utilized qualitative methods, including thematic analysis, to identify common themes and patterns across the selected articles. Synthesized findings were used to highlight key insights and implications for enhancing organizational diversity through leadership practices.

vii. Quality Assessment:

In this stage, the researcher conducted a quality assessment of the included studies, considering factors such as methodological rigor, sample representativeness, and credibility of findings. Additionally, the researcher employed established quality assessment criteria that were pertinent to the study designs included in the review.

viii. Documentation and Reporting:

The researcher documented decisions made during the data extraction process, including any modifications to inclusion criteria or data interpretation. Additionally, the researcher prepared a comprehensive report summarizing the findings of the data extraction and synthesis, including key themes, recommendations, and areas for future research.

3.4 Reliability.

This search strategy's reliability is bolstered by its systematic and replicable approach to identifying relevant literature. Other researchers can replicate the process by clearly defining inclusion criteria and using predefined search terms and databases, the process can be replicated by other researchers to obtain similar results (Petticrew & Roberts, 2006). Additionally, the use of reference management tools like Endnote and Ryaan helps ensure consistency in the screening and selection of articles, minimizing the risk of human error and enhancing the reliability of the search process (Booth et al., 2016).

3.5 Validity.

The validity of the search strategy is demonstrated by its ability to identify high-quality, relevant literature that aligns with the research topic. By employing a comprehensive search across multiple databases and using a range of keywords related to leadership, diversity, and organizational practices, the strategy aims to capture a broad spectrum of scholarly articles that address the research question (Grant & Booth, 2009). Furthermore, the inclusion of predefined criteria for relevance and quality assessment helps ensure that only studies meeting rigorous methodological standards are included in the final analysis, enhancing the overall validity of the search results (Mays & Pope, 2000).

3.6 Chapter summary.

In conclusion, narrative literature review methodology was employed, resulting in 13 selected articles. While offering updated information, it may be subject to bias, emphasizing the importance of transparent and systematic approaches.

Chapter 4: Findings and Discussions.

4.1 Chapter introduction

This chapter presents the findings and discussions. The study sought to address the research question, how can leadership practices enhance organizational diversity? Thus, the researcher presented the study's research objective as threefold: firstly, to identify elements of organisational diversity; secondly, to identify effective leadership practices and understand how they enhance organisational diversity; and thirdly to understand the benefits and challenges that leaders face in doing so. The researcher used various themes to present the findings and discuss the research objectives.

4.2 Overview of the articles and narrative analysis.

A total of thirteen articles were reviewed and analysed. Various themes have been identified with the aim of answering the research question, "How can leadership practices enhance organizational diversity?" Before delving into the leadership practice's themes, it is important to start by understanding the elements that the authors argued to be suitable for organizational diversity. Hence, the articles have been grouped into two categories. The first group, which consists of seven articles, primarily focuses on organizational diversity elements in a table while the second group, which consists of six articles, focuses on leadership practices for enhancing diversity. The overview and narrative analysis of each article can be found in the appendix, as well as summaries. The identified themes are shown in bold in the subsequent sections for organisational diversity and leadership practices.

4.2.1 Organizational diversity.

The researcher reviewed seven articles on organisational diversity, as indicated in Table 2. Additionally, the researcher identified seven themes: a diversity mindset, inclusive leadership, the role of leaders in promoting diversity and inclusion, intersectionality, contextual factors and organizational dynamics, patterns and trends, research gaps and future directions. Each of the themes is further discussed.

Table 3. Articles for organizational diversity.

Article	Author	Year	Title
1	(van Knippenberg & van Ginkel)	2022	A Diversity Mindset Perspective on Inclusive Leadership.
2	(Martins)	2020	Strategic Diversity Leadership: The Role of Senior Leaders in Delivering the Diversity Dividend.
3	(Decady Guijarro & Bourgeault, 2023)	2023	Supporting Diverse Health Leadership Requires Active Listening, Observing, Learning, and by standing.
4	(Cano)	2020	Diversity and Inclusion in Social Service Organizations: Implications for Community Partnerships and Social Work Education.
5	(Loh et al., 2022)	2022	The Impact of Leadership Diversity on Firm Performance in Singapore.
6	(Edewor & Aluko)	2007	Diversity Management, Challenges and Opportunities in Multicultural Organizations.
7	(Chua et al.)	2023	Making Sense of Cultural Diversity's Complexity: Addressing an Emerging Challenge for Leadership.

Firstly, the concept of a **diversity mindset and inclusive leadership** emerges as a foundational theme across all articles. It emphasizes the importance of leaders adopting attitudes and beliefs that value diversity and promote inclusion within organizations (van Knippenberg & van Ginkel, 2022).

Secondly, the **role of leaders in promoting diversity and inclusion** was emphasized, particularly focusing on senior leaders. Therefore, it has been noted that senior leaders play a pivotal role in driving diversity and inclusion initiatives within organizations. Their commitment, support, and active engagement are essential for creating inclusive cultures and realizing the benefits of diversity (Martins, 2020). Thirdly, **intersectionality** emerges as a critical consideration in promoting inclusive leadership and diversity management. The authors argue that effective strategies must address the unique experiences and challenges faced by individuals with intersecting marginalized identities (Decady Guijarro & Bourgeault, 2023). Lastly, the articles recognize the importance of considering **contextual factors and organizational dynamics** in promoting diversity and inclusion. In this case, leadership approaches and diversity initiatives must be tailored to the specific needs, cultures, and environments of each organization (Chua et al., 2023; Loh et al., 2022).

It is important to note that all articles offer **recommendations** for organizations, leaders, and policymakers to promote diversity, equity, and inclusion. These recommendations may include implementing diversity training programs, fostering inclusive cultures, providing mentorship opportunities, and developing inclusive leadership competencies. Moreover, the researcher has observed certain **patterns and trends** in the articles. Researchers have been presenting various strategies for enhancing diversity within organizations since 2007, when Edewor and Aluko provided insights into the challenges and opportunities of diversity in multicultural workplaces.

Some focused on highlighting the importance of leadership in diversity, others talked about diversity mindsets, supporting diversity leadership and cultural diversity.

However, despite significant advancements in understanding the role of leadership in diversity and inclusion, there are **research gaps and future directions** that warrant further exploration within all articles. The authors argued that there is need for longitudinal studies, cross-cultural research, and investigations into specific mechanisms and moderating factors to deepen our understanding of these complex phenomena. Also, it can be noted that it is not clear amongst the articles about how the leaders should act or behave to enhance organizational diversity. Therefore, it is important to also investigate articles that focus on leadership practices and their relation to diversity.

4.2.2 Leadership practices.

The researcher reviewed six articles on leadership practices as shown in Table 3. Moreover, the researcher identified seven themes: inclusivity, organizational culture, employee empowerment, the relationships between diversity practices, inclusivity and employee engagement, intersectionality, recommendations, patterns and trends. Each of the themes is discussed in detail.

Table 4. Articles for leadership practices.

Article	Author	Year	Title
8	Ng and Sears	2012	CEO leadership styles and the implementation of organizational diversity practices: Moderating effects of social values and age.
9	Ashikali	2023	Unraveling determinants of inclusive leadership in public organizations.

10	Gursoy and Maier	2023	Diversity, Equity, and Inclusion in hospitality: Value centered leadership as a conduit for change.
11	Kuknor et al	2023	Organizational inclusion and OCB: The moderating role of inclusive leadership.
12	Jerónimo et al	2022	Being inclusive boosts impact of diversity practices on employee engagement.
13	Bhatti et al	2022	Organizational inclusion through interaction of work meaningfulness and servant leadership: An artificial neural network approach.

When comparing the leadership practices across the articles, several recurring themes and patterns emerge that align with the research objective to identify effective leadership practices that can enhance organizational diversity. Firstly, it has been noted that across multiple studies, **being inclusive** emerges as a pivotal factor in driving diversity initiatives. In this case, through transformational leadership, leaders prioritize inclusivity, inspire innovation, and foster a culture of collaboration and respect, which are essential for promoting diversity and inclusion (Ng & Sears, 2012). Secondly, the importance of **organizational culture** in fostering diversity and inclusion is consistently highlighted. The authors argued that a supportive and inclusive culture enables leaders to implement diversity initiatives effectively, as it creates an environment where all employees feel valued, respected, and empowered to contribute their unique perspectives (Kuknor et al., 2023).

Thirdly, some studies emphasize that leaders should **empower employees**. Authors underscore the importance of value-centered leadership in promoting diversity, equity, and inclusion. In this case, leaders who prioritize ethical principles, social responsibility, and inclusivity in their decision-making processes can empower employees and create environments that embrace diversity and foster a culture of inclusion (Gursoy & Maier, 2023). Fourthly, the relationship between **diversity practices, inclusivity, and employee**

engagement is a common theme across articles. Organizations that prioritize inclusivity alongside diversity practices experience higher levels of employee engagement, suggesting that inclusivity enhances the effectiveness of diversity initiatives in fostering a sense of belonging and commitment among employees (Jerónimo et al., 2022). Lastly, several studies explore the **intersectionality** of factors such as age, social values, and organizational support mechanisms in shaping the effectiveness of leadership approaches. Understanding these complex interactions is essential for tailoring leadership strategies to the specific needs and demographics of the organization (Ashikali, 2023; Sondak & Cañas, 2010). Therefore, one can argue that all articles offer various **recommendations** to organizational leaders and policymakers. From aligning leadership styles with organizational values to implementing inclusive policies and practices, there is a consensus on the importance of intentional efforts and accountability in promoting diversity and inclusion within organizations.

It is interesting to note some **patterns and trends** among articles, since 2012 when Ng & Sears, (2012) gave valuable insights about CEO leadership styles and the implementation of organizational diversity, researchers have been giving more valuable insights about the relationship between leadership styles and organizational diversity. Scholars have noted the importance of various leadership styles, including inclusive, value-centered and servant leadership. However, it remains unclear which specific behaviors leaders should adopt or refrain from to enhance organizational diversity. Therefore, this study will add valuable insights by revealing certain leadership practices that leaders should do and not do to enhance organizational diversity.

4.3. Themes and discussions.

Research question: How can leadership practices enhance organizational diversity?

In response to this research question, the narrative highlights three main themes, firstly, leadership practices that leaders should do and not do and how they enhance organizational diversity. Secondly, the narrative highlights the benefits of practicing diversity and thirdly, it highlights the challenges that leaders should overcome to enhance organizational diversity. These themes and specific findings are presented accordingly.

4.3.1. Leadership Practices

Findings reveal leadership practices that leaders should do and should not do. What leaders should do is first discussed. Next, the researcher will discuss what leaders should not do. The themes that emerged are shown in bold.

4.3.1.1 Leadership practices to do

Practising individualized considerations

The findings reveal that through transformational leadership, characterized by vision, inspiration, and individualized consideration, leaders can prioritize diversity and create inclusive environments where all employees feel valued and empowered to contribute their unique perspectives (Ng & Sears, 2012; Ashikali, 2023). Similarly, existing literature acknowledges the significance of transformational leadership practices such as individual consideration in driving diversity and inclusion initiatives (Ng & Sears, 2012 ; Decady Guijarro & Bourgeault, 2023). Therefore, one can argue that if leaders consider their employees at an individual level, they are likely to be able to identify the needs of each employee. Therefore,

the leaders can create an environment that suits every employee and their individual characteristics, thereby fostering an inclusive environment where diversity thrives at the workplace.

Supporting employees

According to the findings, leaders should support their employees by providing them with assistance, resources, guidance, and encouragement to help them succeed in their roles (Bhatti et al., 2022). In this case employees will confidently overcome challenges and develop their skills despite the differences, thereby receiving support.(Chua et al., 2023). Being a supportive leader is identified as a facilitator of organizational inclusion, emphasizing the importance of leaders who prioritize the well-being and development of their followers (Bhatti et al., 2022). Therefore, one can argue that these findings contribute to the existing literature by expanding the repertoire of leadership theories that are conducive to organizational diversity. Furthermore, the findings shift the emphasis from discussing the most effective leadership approach to identifying leadership practices from various theories that organizations can implement to enhance organizational diversity.

Empowering employees

The findings demonstrate that empowerment extends beyond employee support, encompassing delegation of authority, responsibility, and decision-making power to employees. In this case, empowerment fosters a sense of ownership, accountability and confidence amongst employees leading to higher levels of engagement, motivation, and performance (Cano, 2020). Therefore, through value-centered leadership, leaders can prioritize ethical principles, social responsibility, and inclusivity, and embody these values to promote diverse perspectives, empower marginalized groups, and create inclusive work environments (Gursoy & Maier, 2023; Martins, 2020). Contrary to the existing literature review that primarily focused on

transformational, transactional, participative, and delegative leadership theories to pick out the relevant leadership practices, our study revealed additional insights into the importance of value-centered leadership in providing leadership practices that enhance organizational diversity. Therefore, one can argue that organizations should encourage leadership behaviors that prioritize the well-being and development of employees by empowering them (Bhatti et al., 2022). In this case, developing employees does not only empower them but also benefits the organization with a high level of competence at the workplace.

Practicing inclusive leadership behaviours

Findings reveal that, inclusive leadership behaviours, such as empathy, authenticity, and transparency, play a crucial role in promoting diversity and fostering inclusive cultures within organizations (Ashikali, 2023; Kuknor et al., 2023; van Knippenberg & van Ginkel, 2022). Inclusive leaders actively seek out diverse perspectives, create psychological safety, and empower employees to contribute to organizational goals (Ashikali, 2023; Kuknor et al., 2023). While existing literature (Diko & Saxena, 2023) highlights the need for leadership buy-in to ensure the success of diversity initiatives, the findings go further to delineate the specific actions and behaviours exhibited by leaders, such as being empathetic, authentic and transparent. Therefore, one can argue that organizations should provide training and development opportunities to cultivate inclusive leadership behaviors such as empathy, authenticity, and transparency (Ashikali, 2023; Kuknor et al., 2023). Business leaders and practitioners can create an inclusive environment at their workplaces by implementing these practices.

Aligning with organizational values

The findings revealed that effective leadership practices for organizational diversity align with organizational values and culture (Ng & Sears, 2012; Gursoy & Maier, 2023). Therefore,

leaders who understand and embrace organizational values can effectively promote diversity initiatives and create inclusive environments that resonate with employees (Ng & Sears, 2012; Gursoy & Maier, 2023). While the existing literature focused more on the importance of organizational culture in shaping diversity outcomes (Drath et al., 2008), the study's findings narrow down to what specific action the leaders should take to reinforce an organizational culture that promotes diversity. In this case, aligning with organizational values can make the working environment suitable for a diverse workforce.

Also, from a broader societal perspective, the study contributes to discussions around social justice, equality, and human rights. By highlighting the importance of aligning with organizational values to create equitable and respectful work environments, the research can inspire conversations and actions aimed at fostering diversity and inclusion in society.

Promoting organizational culture

This study finds out that leadership practices for organizational diversity involve promoting inclusive organizational cultures where diversity is celebrated, respected, and leveraged for innovation and performance (Ashikali, 2023; Jerónimo et al., 2022). In this case, leaders set the tone for organizational culture and play a central role in shaping attitudes and behaviours towards diversity and inclusion. (Jerónimo et al., 2022). Similarly, the existing literature emphasises the importance of leaders playing a role in shaping the organization's culture (Drath et al., 2008). Therefore, one can argue that policymakers may use the study's findings to inform the development of legislation, regulations, or guidelines aimed at promoting an organizational culture where diversity thrives in various sectors. For example, insights from the research could influence government initiatives to support diversity training or incentivize organizations to adopt inclusive practices.

Continuous learning and improvement

The findings reveal that effective leadership for organizational diversity requires continuous learning, reflection, and improvement (Kuknor et al., 2023; Bhatti et al., 2022). Therefore, leaders must be open to feedback, willing to challenge biases, and committed to ongoing development to drive meaningful change in diversity and inclusion efforts (Kuknor et al., 2023; Bhatti et al., 2022). While the existing literature acknowledges the need for training and development of leaders about diversity (Saxena, 2014), our findings go on to specify practices that leaders should do to continue developing such as being open to feedback and being personally committed to ongoing development. Therefore, the findings offer practical guidance for leaders, practitioners, businesses, and organizations seeking to enhance diversity and inclusion in their settings. Recommendations derived from the study can inform the development of diversity training programs, leadership development initiatives, and organizational policies aimed at fostering inclusive cultures.

Leading by Example

Lastly, the findings suggest that leaders should lead by example by demonstrating their commitment to diversity and inclusion through their words, actions, and decisions. By modelling inclusive behaviours and championing diversity initiatives, leaders can inspire others to embrace diversity and create a culture of belonging for all through transformational leadership practices (Chua et al., 2023; Martins, 2020; Ng & Sears, 2012). Similarly, the existing literature emphasizes the importance of leaders being influencers and inspirational to their followers to enhance organizational diversity (Mitchell et al., 2014). Therefore, one can agree that the study contributes to the existing body of knowledge by providing new insights into the relationship between leadership practices and organizational diversity. It fills gaps in

the literature and offers avenues for further research by other master students, such as exploring the long-term effects of specific leadership approaches on diversity outcomes.

In summary, one can argue that leadership practices for enhancing organizational diversity encompass practices that consider, support, and empower employees, align with organizational values, promote inclusive cultures, lead employees by example and prioritize continuous learning and improvement. By adopting these practices, leaders can foster diversity, equity, and inclusion within their organizations, driving innovation, performance, and employee engagement.

4.3.1.2 Leadership practices not to do

In this case, the researcher identifies the leadership practices that leaders are expected not to engage in. However, it is important to acknowledge that most preliminary studies focus on the practices that leaders should do thereby creating a gap for discussing the practices they should avoid. Hence, this study will contribute to the research community by adding new insights about what leaders should not do if they aim to enhance organizational diversity. These practices have been grouped into two aspects which include, firstly leadership practices that leaders should not do to “themselves” and secondly to the employees.

Firstly, to themselves, leaders should not **resist continuous learning and improvement**. In this case, leaders should not resist feedback or fail to engage in ongoing learning and reflection, as this can impede progress in diversity and inclusion efforts (Kuknor et al., 2023; Bhatti et al., 2022). While existing literature emphasizes that leaders should not ignore diverse perspectives but rather seek input from different stakeholders (Bass & Riggio, 2006). One could argue that both findings and existing literature imply the same meaning despite the different terminology used. Moreover, **lacking inclusive leadership behaviours**, leaders should avoid behaving in

a way that undermines inclusivity, such as a lack of empathy, authenticity, or transparency, as these behaviours can create barriers to diversity and inclusion (Ashikali, 2023; Kuknor et al., 2023). Similarly, existing literature emphasizes that leaders should not exercise authoritarian control over their employees, but instead should be more inclusive (Wang, Hou & Li, 2022). Lastly, it is surprising that the findings contradict the existing literature, revealing new insights that suggest leaders should not **perpetuate an exclusionary organizational culture**. In this case, leaders should avoid behaviours or decisions that perpetuate a culture where diversity is not valued or respected, as this can hinder innovation and performance (Ashikali, 2023; Jerónimo et al., 2022).

Secondly, aspects that leaders should not do directly to the employees include **neglecting individual consideration**. Leaders should avoid overlooking the unique perspectives and needs of individual employees, as this can hinder inclusivity and empowerment (Ng & Sears, 2012; Ashikali, 2023). This concurs with existing literature by scholars such as Maloş (2012) who emphasize that leaders should not implement one size-fits-all solutions and pay attention to individual considerations.

Moreover, **leaders** should not **disempower employees**; they should refrain from exercising hierarchical power in a way that marginalizes certain groups or limits their opportunities for contribution and growth (Gursoy & Maier, 2023). Similarly, existing literature asserts that leaders should not fail to provide development opportunities as employees need to be capacitated and empowered to perform their tasks (Wang, Hou & Li, 2022). Additionally, leaders should not **fail to support employees**, as this can result in an unsupportive and exclusionary work environment (Bhatti et al., 2022). This agrees with the existing literature that argues that leaders should not micromanage employees as this undermines trust and autonomy which are essential for effective leadership (Maloş, 2012). Lastly, it is also interesting to note that unlike the existing literature, the findings add new insights that leaders

should not **ignore organizational values**. Thus, leaders should not act in ways that contradict or undermine organizational values related to diversity and inclusion, as this can erode trust and credibility (Ng & Sears, 2012; Gursoy & Maier, 2023).

4.3.2 Benefits of practicing diversity in business

Concurring with the traditional view that diversity initiatives can have significant returns, the study supports the arguments of Saxena (2014), demonstrating that embracing diversity not only enhances social responsibility but also yields tangible business benefits, such as increased employee engagement, improved decision-making, and enhanced innovation, ultimately contributing to organizational competitiveness and long-term sustainability (Edewor & Aluko, 2007; Loh et al., 2022). If the organization realizes all these benefits, it justifies the continued importance of diversity within organizations. This also stimulates further research into the link between the benefits of practicing diversity and organizational performance.

Moreso, expanding on the notion proposed by Pollmann-Larsen et al. (2022) that diversity can serve as a strategic asset, our findings provide empirical evidence of how organizations that prioritize diversity as a business imperative experience higher levels of customer satisfaction, stronger brand reputation, and better financial performance (Martins, 2020; Loh et al., 2022). This aligns with the emerging trend in the literature emphasizing diversity as a source of competitive advantage and market differentiation in today's globalized economy (Pollmann-Larsen et al., 2022). Therefore, one can argue that organizations should recognize diversity as a strategic imperative and integrate it into their business strategies to drive innovation, enhance performance, and gain a competitive edge in an increasingly diverse marketplace (Cano, 2020; Loh et al., 2022). However, to reap all the benefits, leaders should be aware of the practices that they should and should not do to enhance organizational diversity, which is why this study is important.

4.3.3. Challenges for practicing diversity in business

Across articles, various authors mentioned the challenges associated with managing diversity within organizations. These challenges include resistance to change, the presence of biases, and the existence of communication barriers (Edewor & Aluko, 2007; Cano, 2020). While existing literature also highlights these same challenges (Saxena, 2014), this study's findings elucidate potential scenarios where these challenges may arise, along with various strategies to address them. In this scenario, leaders may face difficulties dealing with employees who are resistant to change, indicating a lack of willingness to learn new skills, alter organizational culture, or experiment with new methods (Decady Guijarro & Bourgeault, 2023; Edewor & Aluko, 2007). Thus, it might be challenging for leaders to introduce new practices that enhance organizational diversity at the workplace. Moreover, communication barriers might also make it difficult for leaders to enhance diversity at the workplace (Cano, 2020; Chua et al., 2023). This means that employees will speak in different languages and will not be willing to resort to one common language that everyone can understand. Therefore, it becomes challenging for leaders to convey a specific message to their employees (Edewor & Aluko, 2007).

However, it has been noted that both the findings and existing literature concur that, to overcome these challenges, it is important for organizations to invest in diversity training, establish inclusive policies and practices, and hold leaders accountable for diversity outcomes (Canas & Sondak, 2013; Cano, 2020). Nevertheless, the findings of this study further reveal that leaders should have intentional efforts, accountability, and ongoing commitment (Edewor & Aluko, 2007). In this context, intentional efforts refer to leaders' deliberate actions or initiatives aimed at enhancing organizational diversity. Also, to overcome the above-mentioned challenges leaders should be transparent in their ways of leading thus ensuring accountability

at the workplace (Cano, 2020). Lastly, leaders should be committed to these efforts continuously to ensure consistency in their actions towards enhancing organizational diversity (Edewor & Aluko, 2007).

4.4 Summary of findings.

From the above findings and discussions, one could argue that leadership plays a central role in shaping organizational culture, promoting diversity, and creating inclusive environments where all employees can thrive. Therefore, leadership practices that prioritize diversity and inclusion are essential for realizing the full potential of organizational diversity. These include being empowering, practicing individualized consideration, supporting employees, aligning leadership styles with organizational values, fostering inclusive environments, and promoting organizational culture. Inclusive leaders who recognize the value of diverse perspectives, actively seek out and amplify marginalized voices, and create environments where all individuals feel valued and respected. By fostering inclusive cultures and behaviours, leaders can unlock the full potential of their teams and drive organizational success. Therefore, if leaders consider these practices, reflecting from both, the individual perspective and the employee's perspective, they can act in ways that enhance organizational diversity.

Moreover, enhancing organizational diversity through leadership practices is not just a moral imperative but also a compelling business case. The articles reviewed provide compelling evidence that diversity and inclusion initiatives can drive organizational success, innovation, and competitive advantage. Furthermore, diversity is not merely about representation; it's about leveraging the unique perspectives, experiences, and talents of individuals to drive organizational performance. By embracing diversity, organizations can tap into a broader talent pool, foster creativity, and innovation, and better understand and serve diverse customer bases.

Therefore, diverse teams are better equipped to solve complex problems, adapt to changing market dynamics, and anticipate emerging trends.

However, achieving meaningful diversity and inclusion requires more than just good intentions as it requires intentional efforts, accountability, and ongoing commitment from leaders. Therefore, organizations must invest in diversity training, establish inclusive policies and practices, and hold leaders accountable for diversity outcomes. By embedding diversity and inclusion into the fabric of organizational culture, leaders can create lasting change and build workplaces where everyone can thrive, thereby enhancing organizational diversity.

Lastly, one can argue that this study has a variety of implications, including practical ones for leaders, practitioners, and human resource professionals who aim to improve their organizations through leadership practices. Additionally, this study has academic implications particularly for master students who can delve deeper into the study's limitations and explore future directions within the realm of leadership. Finally, this study could bring valuable insights into topics like social justice and human rights as it brings forward leadership practices that value, respect and consider individuals from different dimensions of diversity.

Chapter 5: Conclusion and Recommendations.

5.1 Chapter introduction.

The study examined how leadership practices can enhance organizational diversity. It specifically addresses the following research question: How can leadership practices enhance organizational diversity? The study's objectives were first to identify elements of organisational diversity. Secondly to identify the leadership practices that leaders should do and not do understand how they can enhance organizational diversity. Thirdly, the aim was to identify and explain the benefits and challenges of practicing diversity in business. Therefore, this chapter provides a summary of the main findings.

5.2 Summary of main findings

Firstly, the findings reveal that the elements of organizational diversity include a diversity mindset and inclusive leadership, the role of leaders in promoting diversity and inclusion, intersectionality, contextual factors, and organizational dynamics. While the findings are consistent, some of the literature by scholars like van Knippenberg (2022) contradicts expectations as it doesn't align with existing literature such as the views of Loden (1996) and Gardenswartz (2003), who primarily focus is on the various dimensions of diversity and explore them using the diversity wheel framework. Instead, they concentrate on elements of diversity such as cultivating a diverse mindset and the role of leaders in fostering diversity. However, it remains unclear what leaders should specifically do and not do. Therefore, this points to a potential gap in the literature about what leadership practices could enhance organisational diversity. Hence, the researcher went on to find out about the specific leadership practices needed to enhance organizational diversity.

Secondly, the findings revealed the leadership practices that leaders should do and should not do. What leaders should do include practicing individualized considerations, empowering employees, practicing inclusive leadership behaviours, supporting employees, aligning with organizational values, promoting organizational culture, continuous learning, and development, and leading by example (Ashikali, 2023; Bhatti et al., 2022; Kuknor et al., 2023; Ng & Sears, 2012). It has been argued that these practices shape organizational culture, promote diversity, and create inclusive environments where all employees can thrive (Jerónimo et al., 2022). Therefore, employees feel valued and respected and by doing this, leaders unlock the full potential of their teams which will result in organizational success. Similarly, existing literature acknowledges the significance of these practices (Drath et al., 2008; Mitchell et al., 2014). However, the findings added new insights about specific inclusive behaviors, such as being empathetic, authentic, and transparent that leaders should do to enhance organizational diversity.

On the other hand, the findings have revealed that there are certain practices that leaders should not do if they aim to enhance organizational diversity. These include practices they should not do firstly, to themselves such as resisting continuous learning and improvement, lacking inclusive leadership behaviours, and perpetuating an exclusionary organizational culture (Bhatti et al., 2022; Gursoy & Maier, 2023; Ng & Sears, 2012). These practices have to do with the leaders' personal behavior towards enhancing organizational diversity. Secondly, to the employees, leaders should not neglect individual considerations, disempower employees, fail to support employees and most importantly, they should not ignore organizational values (Ashikali, 2023; Bhatti et al., 2022). Interestingly, the existing literature supports all the practices that leaders should not do except for two specific aspects. These are ignoring organizational values and perpetuating an exclusionary organizational culture; hence, the findings add new insights about what leaders should not do. These practices are argued to

hinder organizational diversity enhancement. Therefore, leaders should be aware of these and refrain from such behaviours.

Thirdly, the findings revealed some benefits that are associated with practicing diversity in business. These have been presented to inform leaders about the importance of enhancing organizational diversity. The benefits include, increased employee engagement, improved decision-making, enhanced innovation, organizational competitiveness, and long-term competitiveness (Cano, 2020; Edewor & Aluko, 2007; Loh et al., 2022). The list goes on to include strong brand reputation and better financial performance (Loh et al., 2022). All these are argued to be the fruits of practicing diversity within organizations. Similarly, existing literature argues that practicing diversity within organizations yields all these benefits (Canas & Sondak, 2013).

However, it is important to note that the findings revealed that there are some challenges that leaders might face in practicing diversity. Similarly, to existing literature, these include resistance to change, biases and language barriers (Cano, 2020; Edewor & Aluko, 2007). Despite these challenges, various ways to mitigate them have been forwarded. Similarly to what the existing literature emphasizes (Saxena, 2014), these strategies include organizations investing in diversity training to reduce biases and the use of common languages at the workplace to minimise language barriers. Furthermore, the findings reveal new insights that leaders should make intentional efforts, be accountable and have an ongoing commitment to enhancing organizational diversity (Edewor & Aluko, 2007). As a result, employees will be motivated to change and participate in enhancing organizational diversity. Therefore, one can deduce that leadership practices can bolster organizational diversity when leaders understand their responsibilities, understand their significance, and can surmount obstacles.

Recommendations.

These findings offer valuable insights into what leaders, practitioners and human resource professionals in business can do and not do to enhance organizational diversity. However, this requires intentional efforts, accountability, and on-going commitment from the leaders within organizations including but not limited to business practitioners, human resource professionals, and policymakers. Therefore, the researcher grouped the recommendations into three categories: individual leadership level, organization's wide level, master's students. The recommendations are based on the findings of this study, refer to Chapter 4.

5.3.1 Recommendations at the individual leadership level

- Leaders should align their leadership styles with organizational values to effectively promote diversity and inclusion initiatives, and they should not ignore organizational values.
- Leaders should prioritize continuous learning, reflection, and improvement to challenge biases and drive meaningful change in diversity and inclusion efforts. In this case, leaders should not fail to support continuous learning and be open to feedback.
- Leaders should create inclusive organizational cultures where diversity is celebrated, respected, and leveraged for innovation and performance, not perpetuate exclusionary organizational cultures.
- Leaders should set an example by demonstrating their commitment to diversity and inclusion through their words, actions, and decisions. By modeling inclusive behaviors and championing diversity initiatives, Therefore, leaders should not say what they cannot do.

5.3.2 Recommendations at the organisation-wide level

- Organizations should provide training and development opportunities to cultivate inclusive leadership behaviours, such as empathy, authenticity, and transparency. Therefore, organizations should not fail to provide development opportunities for their employees.
- Organizations should encourage inclusive leadership behaviours that prioritize the well-being and development of employees, creating supportive and inclusive work environments. In this case, organizations should not be unsupportive and hinder the development of employees.
- Organizations should invest in diversity and inclusion initiatives, such as training programs, resource allocation, and policies, to foster diverse and inclusive workplaces. Therefore, organizations should not overlook diversity and inclusion initiatives and refrain from providing financial support.
- Organizations should recognize diversity as a strategic imperative and integrate it into their business strategies to drive innovation, enhance performance, and gain a competitive edge in an increasingly diverse marketplace. Hence, organizations should not recognize diversity as only for HR and anti-discrimination policies and ticking the box of being a brand that is diverse.

5.3.3 Recommendations for master students.

- Consider empirical studies and/or systematic literature reviews to explore how leadership practices can enhance organizational diversity. This can contribute new insights as this study was a narrative review.

- Consider carrying out a study that addresses the limitations of this research to improve the insights into how leadership practices can enhance organizational diversity. This can help to get much better results and contribute to new insights into the area under study.

5.4 Limitations of the study.

While the study aimed to comprehensively identify relevant literature on the topic of "Enhancing Organizational Diversity through Leadership Practices," several limitations should be acknowledged. The limitations include, that the researcher primarily conducted the search using databases such as Scopus, Google Scholar, and the University Library of Stavanger. While these databases are widely used and encompass a broad range of scholarly literature, they may not capture all relevant articles, potentially leading to the omission of pertinent research published in sources not indexed in these databases (Bramer et al., 2018). Moreover, the choice of keywords used for the search may have introduced bias and limited the scope of the literature retrieved. While efforts were made to select keywords that best represented the research topic, variations in terminology and synonyms may have been overlooked, resulting in the exclusion of relevant articles (Booth et al., 2016).

Furthermore, the search strategy was limited to articles published in English, which may have excluded valuable research published in other languages. This language bias could have implications for the comprehensiveness of the review and may have led to the oversight of important contributions to the field (Morrison et al, 2012). Additionally, the search may have been constrained by limitations on publication date ranges, potentially excluding older articles that could provide valuable historical insights into the topic. This restriction may have impacted the breadth of the literature reviewed and overlooked seminal works in the field (Greenhalgh

& Peacock, 2005). In addition, the search strategy did not include grey literature sources such as conference proceedings, dissertations, or reports. This exclusion may have resulted in the oversight of relevant unpublished research or insights from industry practitioners, limiting the comprehensiveness of the review (Haddaway et al., 2015).

Lastly, the other limitation is that the study was based on a narrative literature review and is not empirical. As a result, one can argue that it is unknown to what extent leaders and organisations are implementing or enacting these leadership practices to increase organizational diversity. Furthermore, it remains unclear how these practices vary among organizations or evolve over time. Despite these limitations, the search strategy was designed to balance comprehensiveness with feasibility, aiming to identify a representative sample of literature relevant to the research topic.

5.5 Further Research

Future research may explore non-indexed sources through a systematic review that includes a broader range of sources beyond traditional databases, such as specialized journals, conference proceedings, and industry reports, to ensure a more comprehensive coverage of the literature on enhancing organizational diversity through leadership practices. Moreover, keyword analysis and expansion could investigate the effectiveness of different keywords and search strategies for capturing diverse perspectives on the topic. This could involve using natural language processing techniques to identify variations in terminology and synonyms that may have been overlooked in the previous search. Further, future research could do multilingual literature reviews to get more sources which can also be translated into English for a wider audience. Therefore, a comparative analysis of literature available in different languages can be conducted to explore cultural nuances and variations in leadership practices related to

diversity enhancement. This could involve collaboration with researchers fluent in other languages to ensure inclusivity and diversity in the review process.

In addition, future research could do historical analysis by investigating the historical evolution of leadership practices related to diversity enhancement by including older articles and seminal works in the review. This longitudinal approach would provide valuable insights into the development of diversity initiatives over time and their impact on organizational outcomes. Lastly, incorporating grey literature could expand the search strategy to include grey literature sources such as conference proceedings, dissertations, and reports to capture unpublished research and insights from industry practitioners. This would provide a more holistic view of current trends and practices in the field beyond peer-reviewed publications. By addressing these areas in future research, scholars can overcome some of the limitations of the study and contribute to a more comprehensive understanding of how leadership practices influence organizational diversity initiatives.

Lastly, future research could consider empirical studies. Doing so would contribute to new knowledge on the extent to which leaders and organizations are doing or exercising these leadership practices to enhance organisational diversity. Moreover, these studies would offer insights into how these practices vary across different organizations or evolve over time.

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Appendix.

i. Data extraction sample.

The table illustrates how the data was captured.

Author(s)	Publication Year	Study Design	Sample selection	Leadership Practices Examined	Organizational Diversity Initiatives	Key Findings	Recommendations
Article 1: Van Knippenberg, van Ginkel	2022	empirical studies	Purposefully selected sample.	Inclusive leadership	Diversity mindset, performance benefits of diversity.	Supportive relationship between diversity mindset and inclusive leadership	diversity training, education, cultivating inclusive organizational cultures, and supporting leaders.
Article 2: Martins L	2020	empirical studies	Purposeful sample	Strategic diversity leadership	Senior leaders' role and strategies, barriers, and challenges.	organizations can gain from embracing diversity, benefits may include increased innovation, creativity, employee engagement, customer satisfaction, and financial performance.	fostering a culture of inclusion, setting clear diversity goals and metrics, providing diversity training and education, and holding leaders accountable for diversity outcomes.

ii. Article summaries.

Article 1: Title: "A Diversity Mindset Perspective on Inclusive Leadership".

Authors: Daan van Knippenberg and Wendy P. van Ginkel. The article was published in the *Journal of Group and Organization Management*, Vol. 47(4), 2022, pp. 779-797. In their article, (van Knippenberg & van Ginkel, 2022) explore the concept of inclusive leadership from a diversity mindset perspective. The article provides valuable insights into the role of leadership practices and mindset in enhancing organizational diversity. By emphasizing the importance of a diversity mindset for inclusive leadership, the article contributes to our understanding of how leaders can effectively promote diversity, equity, and inclusion within organizations.

Summary of the key themes, arguments, and findings presented by the authors:

1. **Introduction of Diversity Mindset:** The authors introduce the concept of a diversity mindset, which refers to individuals' beliefs, attitudes, and cognitive frameworks regarding diversity and inclusion. A diversity mindset involves recognizing and valuing diverse perspectives, experiences, and identities (van Knippenberg & van Ginkel, 2022).

2. **Link Between Diversity Mindset and Inclusive Leadership:** van Knippenberg and van Ginkel (2022) argue that a diversity mindset is essential for effective inclusive leadership. Leaders with a diversity mindset are more likely to engage in inclusive behaviours, such as seeking diverse perspectives, promoting equity, and creating inclusive environments within their teams and organizations (van Knippenberg & van Ginkel, 2022).

3. **Theoretical Framework:** The article presents a theoretical framework that integrates concepts of diversity mindset and inclusive leadership. The framework suggests that leaders'

beliefs and attitudes regarding diversity influence their leadership behaviours and, consequently, their effectiveness in promoting inclusion.

4. Empirical Evidence and Research Findings: van Knippenberg and van Ginkel (2022) discuss empirical evidence and research findings supporting the relationship between diversity mindset and inclusive leadership. They present studies demonstrating how leaders' diversity mindset influences employee perceptions of inclusion, team dynamics, and organizational outcomes.

5. Practical Implications: The authors offer practical implications for organizations and leaders to foster a diversity mindset and promote inclusive leadership practices. These implications may include providing diversity training and education, cultivating inclusive organizational cultures, and supporting leaders in developing inclusive leadership competencies.

6. Future Directions and Research Agenda: The article outlines future research directions and a research agenda for further exploring the intersection of diversity mindset and inclusive leadership. van Knippenberg and van Ginkel (2022) highlight the need for longitudinal studies, cross-cultural research, and interventions to enhance diversity mindset and inclusive leadership effectiveness.

Overall, the article contributes to our understanding of inclusive leadership by highlighting the importance of a diversity mindset. By integrating concepts of diversity mindset into the study of inclusive leadership, the authors provide valuable insights for practitioners and researchers interested in promoting diversity, equity, and inclusion within organizations.

Article 2: Title: "Strategic Diversity Leadership: The Role of Senior Leaders in Delivering the Diversity Dividend".

Author: Luis L. Martins, published in: Journal of Management, Vol. 46(7), 2020, pp. 1191-1204. In his article, (Martins, 2020) explores the concept of strategic diversity leadership and the pivotal role of senior leaders in delivering the diversity dividend within organizations. The article provides valuable insights into the role of leadership practices, particularly those of senior leaders, in enhancing organizational diversity and realizing the benefits of diversity initiatives. By emphasizing the importance of strategic diversity leadership and offering practical strategies for implementation, the article contributes to our understanding of how leadership practices can drive diversity outcomes within organizations.

Summary of the key themes, arguments, and findings presented by the author:

- 1. Strategic Diversity Leadership:** Martins, (2020) introduces the concept of strategic diversity leadership, which refers to proactive and intentional leadership efforts aimed at leveraging diversity to drive organizational performance and innovation. Strategic diversity leaders recognize diversity as a strategic asset and actively promote inclusive practices and policies within their organizations.
- 2. Senior Leaders' Role:** The article highlights the critical role of senior leaders, including CEOs and top executives, in championing diversity and inclusion initiatives. Senior leaders serve as role models and influencers who set the tone for organizational culture and values, making their commitment to diversity essential for its successful implementation (Martins, 2020).
- 3. Delivering the Diversity Dividend:** Martins, (2020) argues that strategic diversity leadership is instrumental in realizing the diversity dividend, which refers to the tangible benefits and competitive advantages that organizations can gain from embracing diversity. These benefits may include increased innovation, creativity, employee engagement, customer satisfaction, and financial performance.

4. **Barriers and Challenges:** The author discusses the barriers and challenges that senior leaders may encounter in effectively leading diversity initiatives. These challenges may include resistance to change, unconscious bias, a lack of diversity in leadership ranks, and organizational cultures that are not conducive to inclusion.

5. **Strategies for Success:** Martins, (2020) proposes strategies for senior leaders to successfully implement strategic diversity leadership within their organizations. These strategies may include fostering a culture of inclusion, setting clear diversity goals and metrics, providing diversity training and education, and holding leaders accountable for diversity outcomes.

6. **Research Implications:** The article discusses the implications of strategic diversity leadership for research and practice in management. Martins, (2020) calls for further research to explore the effectiveness of different leadership approaches and interventions in promoting diversity and inclusion within organizations.

Overall, Martins', (2020) article underscores the importance of strategic diversity leadership and the pivotal role of senior leaders in driving organizational success through diversity and inclusion initiatives. By highlighting the benefits, challenges, and strategies associated with strategic diversity leadership, the article provides valuable insights for both researchers and practitioners interested in promoting diversity within organizations.

Article 3: Title: "Supporting Diverse Health Leadership Requires Active Listening, Observing, Learning, and By standing".

Authors: Ruth Decady Guijarro and Ivy Lynn Bourgeault, published in: International Journal of Equality, Diversity and Inclusion, Vol. 42(3), 2023, pp. 346-363. In their article, (Decady Guijarro & Bourgeault, 2023) explore the importance of supporting diverse health leadership and discuss strategies for achieving this goal. The article provides valuable insights into leadership practices that support diversity and inclusion within organizations, making it

relevant to this research topic of enhancing organizational diversity through leadership practices. By emphasizing the importance of creating inclusive environments and supporting diverse leaders, the article contributes to our understanding of how leadership practices can drive diversity outcomes within organizations.

Summary of the key themes, arguments, and findings presented by the authors:

1. **Importance of Diverse Health Leadership:** The authors highlight the significance of diverse health leadership in promoting equity, addressing disparities, and improving healthcare outcomes. Diverse leadership teams bring varied perspectives, experiences, and insights to decision-making processes, leading to more inclusive and responsive healthcare systems.

2. **Barriers and Challenges:** Decady Guijarro and Bourgeault (2023) discuss the barriers and challenges faced by diverse health leaders, including discrimination, bias, and systemic inequities within healthcare organizations. These barriers can hinder the advancement of diverse leaders and contribute to underrepresentation in leadership roles (Decady Guijarro & Bourgeault, 2023).

3. **Need for Supportive Environments:** The authors argue that creating supportive environments is essential for nurturing diverse health leadership. This involves fostering inclusive cultures, providing mentorship and professional development opportunities, and addressing systemic barriers to advancement.

4. **Role of Active Listening and Learning:** Decady Guijarro and Bourgeault (2023) emphasize the importance of active listening, observing, and continuous learning in supporting diverse health leadership. Leaders and organizations must engage in ongoing dialogue, seek feedback,

and be open to new perspectives to effectively support diversity in leadership (Decady Guijarro & Bourgeault, 2023).

5. By standing as an Allyship Strategy: The article discusses the concept of "by standing" as a form of allyship in supporting diverse health leadership. By standings involves bearing witness to acts of discrimination or bias and taking action to challenge and address them, even if one is not directly involved (Decady Guijarro & Bourgeault, 2023).

6. Intersectionality and Inclusivity: The authors advocate for an intersectional approach to diversity and inclusion in health leadership, recognizing the interconnected nature of identity and experience. Effective support for diverse health leadership must address the unique challenges faced by individuals with intersecting marginalized identities (Decady Guijarro & Bourgeault, 2023).

7. Practical Implications and Recommendations: Decady Guijarro and Bourgeault (2023) offer practical implications and recommendations for healthcare organizations, leaders, and policymakers to support diverse health leadership. These recommendations may include implementing diversity and inclusion initiatives, providing leadership training and resources, and promoting allyship and bystander intervention.

Overall, the article highlights the importance of actively supporting diverse health leadership and provides insights into strategies for creating inclusive environments within healthcare organizations. By addressing barriers, fostering supportive cultures, and promoting active allyship, healthcare systems can better leverage the talents and perspectives of diverse leaders to advance equity and improve healthcare outcomes.

Article 4: Title: "Diversity and Inclusion in Social Service Organizations: Implications for Community Partnerships and Social Work Education"

Author: Manuel Cano, published in: Journal of Social Work Education, 56:1. In his article, (Cano, 2020) explores the themes of diversity and inclusion within social service organizations, highlighting their implications for community partnerships and social work education. While the article primarily focuses on diversity and inclusion within social service organizations, it indirectly highlights the importance of leadership practices in enhancing organizational diversity. Also, the themes and recommendations of this article can be applied to understanding and addressing similar issues within a business context, including the challenges and benefits of practicing diversity in business. Therefore, it can be considered relevant to the research topic of "enhancing organizational diversity through leadership practices," albeit indirectly.

A summary of the author's key findings and arguments:

- 1. Importance of Diversity and Inclusion:** Cano (2020) emphasizes the importance of diversity and inclusion within social service organizations. He argues that embracing diversity and fostering inclusive environments are essential for effectively serving diverse client populations and addressing complex social issues.
- 2. Implications for Community Partnerships:** The author discusses the implications of diversity and inclusion for community partnerships within social service organizations. He highlights the need for organizations to engage with diverse community stakeholders and collaborate across cultural, racial, and socioeconomic lines to address systemic barriers and promote social justice.
- 3. Role of Social Work Education:** Cano (2020) examines the role of social work education in preparing future practitioners to work effectively in diverse and inclusive settings. He argues that social work programs must incorporate diversity and inclusion competencies into their curriculum, provide opportunities for students to engage with diverse populations, and promote critical reflection on issues of power, privilege, and oppression.

4. Challenges and Opportunities: The author identifies challenges and opportunities related to promoting diversity and inclusion within social service organizations. Challenges may include resistance to change, a lack of resources, and systemic barriers to equity. However, there are also opportunities for organizations to leverage diversity as a strength, cultivate inclusive leadership, and create environments where all individuals feel valued and respected.

5. Recommendations for Practice and Education: Cano 2020) offers recommendations for social service organizations and social work educators to enhance diversity and inclusion efforts. These recommendations may include implementing diversity training programs, establishing inclusive policies and practices, fostering cultural humility, and promoting diversity in leadership positions.

In summary, Cano's 2020) article highlights the importance of diversity and inclusion within social service organizations and their implications for community partnerships and social work education. By addressing these themes, organizations and educators can better prepare themselves to serve diverse populations and advance social justice initiatives.

Article 5: Title: "The Impact of Leadership Diversity on Firm Performance in Singapore".

Authors: Lawrence Loh, Thi Thuy Nguyen, and Annette Singh, published in: Sustainability (2022), 14, 6223. In their study, (Loh et al., 2022) examine the impact of leadership diversity on firm performance specifically in the context of Singapore. Their study likely generated insights into the relationship between leadership diversity and firm performance in Singapore, offering valuable implications for organizations, policymakers, and other stakeholders interested in promoting diversity, equity, and inclusion in the workplace. Hence, one can argue that it is relevant to this research objective which is to identify the challenges and benefits of practicing diversity in business.

Summary of the key findings, themes, and arguments presented by the authors:

1. **Leadership Diversity:** The authors investigated the extent to which diversity in leadership positions within firms affects their performance outcomes. Leadership diversity encompasses factors such as gender, ethnicity, age, and educational background among top executives and board members (Loh et al., 2022).

2. **Firm Performance Metrics:** (Loh et al., 2022) assess firm performance using various metrics such as financial performance, innovation, market competitiveness, and sustainability practices. They investigated how leadership diversity influences these performance indicators, as well as whether certain types of diversity have a greater impact than others.

3. **Context of Singapore:** The study focuses specifically on firms operating in Singapore, considering the unique socio-economic and cultural factors that may influence the relationship between leadership diversity and firm performance in this context. Singapore's status as a global financial hub and its diverse population make it an interesting case for examining the impact of diversity on organizational outcomes (Loh et al., 2022).

4. **Positive Association between Leadership Diversity and Firm Performance:** (Loh et al., 2022) suggest that greater diversity within leadership positions is associated with improved firm performance across various metrics, such as financial performance, innovation, market competitiveness, and sustainability practices.

5. **Differential Impact of Diversity Dimensions:** The researchers revealed that certain dimensions of diversity within leadership, such as gender, ethnicity, age, or educational background, have a more significant impact on firm performance than others. For example, gender diversity in leadership roles may be particularly influential in driving organizational outcomes (Loh et al., 2022).

6. Importance of Inclusive Leadership: (Loh et al., 2022) emphasized the critical role of inclusive leadership behaviours in leveraging diversity within organizations. The study could have highlighted the importance of leaders who promote inclusive practices, foster diverse perspectives, and create environments where all employees feel valued and respected.

7. Recommendations for Practice: Based on their findings, the authors offer recommendations for firms seeking to leverage leadership diversity to enhance their performance outcomes. These recommendations may include implementing diversity and inclusion initiatives, promoting diverse representation in leadership roles, and fostering inclusive organizational cultures that value and leverage diverse perspectives.

To summarize, the article provides insights into the relationship between leadership diversity and firm performance in Singapore. By examining various performance metrics and considering the unique characteristics of the Singaporean business environment, the authors contribute to our understanding of the potential benefits of diversity in leadership positions for organizational success and sustainability.

Article 6: Title: Diversity Management, Challenges and Opportunities in Multicultural Organizations.

Authors: Patrick A. Edewor and Yetunde Aluko, published in: *International Journal of Diversity in Organizations* (2007), Vol. 6(6). In their article, (Edewor & Aluko, 2007) explore the themes of diversity management, challenges, and opportunities within multicultural organizations. The article provides insights into the challenges, opportunities, strategies, and recommendations related to diversity management within multicultural organizations, all of which are relevant to the research objective to identify the challenges and benefits of practicing diversity in business.

Summary of the key findings, themes, and arguments presented by the authors:

1. Importance of Diversity Management: The authors emphasize the importance of diversity management in multicultural organizations. They argue that effectively managing diversity is essential for maximizing the potential benefits of diversity and minimizing potential challenges.

2. Challenges of Diversity Management: (Edewor & Aluko, 2007) identify various challenges associated with diversity management in multicultural organizations. These challenges may include resistance to diversity initiatives, communication barriers, stereotypes and biases, conflict among diverse groups, and difficulties in integrating diverse perspectives and experiences.

3. Opportunities of Diversity Management: Despite the challenges, the authors also highlight the opportunities that diversity management presents for multicultural organizations. These opportunities may include increased creativity and innovation, enhanced problem-solving capabilities, access to diverse markets and talent pools, and improved organizational flexibility and adaptability.

4. Strategies for Effective Diversity Management: (Edewor & Aluko, 2007) discuss strategies for effectively managing diversity in multicultural organizations. These strategies may include promoting diversity awareness and education, implementing inclusive policies and practices, fostering open communication and collaboration, providing diversity training and development opportunities, and cultivating a culture of respect and inclusion.

5. Recommendations for Practice: The authors offer recommendations for organizations seeking to enhance diversity management efforts. These recommendations may include developing comprehensive diversity management plans, establishing diversity councils or

committees, conducting diversity audits, monitoring diversity metrics, and holding leaders accountable for promoting diversity and inclusion.

In summary, the article provides insights into the themes of diversity management, challenges, and opportunities within multicultural organizations. By addressing these themes and offering strategies and recommendations for practice, (Edewor & Aluko, 2007) contribute to our understanding of how organizations can effectively manage diversity to thrive in multicultural environments.

Article 7: Title: "Making Sense of Cultural Diversity's Complexity: Addressing an Emerging Challenge for Leadership".

Author: Shireen Wei Yui Chua, Peter YT Sun, and Paresha Sinha. The study was published in *International Journal of Cross Cultural Management* (2023), Vol. 23(3), pp. 635-659. (Chua et al., 2023) explore the complexity of cultural diversity and its implications for leadership. The article provides valuable insights and practical strategies for enhancing organizational diversity through leadership practices, making it relevant to the research objective of identifying the challenges of practicing diversity in business.

Through their research, they uncover several key findings:

- 1. Multifaceted Nature of Cultural Diversity:** The authors argue that cultural diversity is multifaceted and extends beyond traditional dimensions such as nationality or ethnicity. They highlight the importance of considering diverse cultural backgrounds, values, beliefs, and communication styles within organizations.
- 2. Challenges for Leadership:** (Chua et al., 2023) identify cultural diversity as an emerging challenge for leadership, requiring leaders to navigate complex intercultural dynamics and foster inclusive environments. They discuss the need for leaders to develop cultural intelligence and adapt their leadership approaches to effectively engage diverse teams.

3. **Leadership Strategies:** The authors propose several strategies for leaders to address the complexity of cultural diversity. This includes fostering cultural humility and curiosity, promoting open dialogue and collaboration across cultures, and creating inclusive policies and practices that recognize and value diversity.

4. **Importance of Context:** (Chua et al., 2023) emphasize the importance of considering the organizational and contextual factors that influence the management of cultural diversity. They argue that leadership approaches must be tailored to the specific needs and dynamics of each organization and its diverse workforce.

5. **Practical Implications:** The article offers practical implications for leaders and organizations seeking to navigate cultural diversity effectively. By recognizing the complexity of cultural diversity and adopting inclusive leadership practices, organizations can leverage the benefits of diversity to enhance creativity, innovation, and performance (Chua et al., 2023).

In summary, the article provides valuable insights into the complexity of cultural diversity and its implications for leadership. By addressing the multifaceted nature of cultural diversity and offering practical strategies for leadership, (Chua et al., 2023) contribute to our understanding of how leaders can effectively navigate and leverage diversity within organizations.

Article 8: Title: "CEO Leadership Styles and the Implementation of Organizational Diversity Practices: Moderating Effects of Social Values and Age".

Authors: Eddy S. Ng and Greg J. Sears, published in: *Journal of Business Ethics* (2012) 105: 41-52. The article by (Ng & Sears, 2012) investigates the relationship between CEO leadership styles and the implementation of organizational diversity practices, with a focus on the moderating effects of social values and age. The article contributes valuable insights into the relationship between CEO leadership styles, social values, age, and the implementation of

organizational diversity practices. Therefore, their research may be relevant to the topic of enhancing organizational diversity through leadership practices.

Through empirical research, the authors uncover several key findings:

1. Leadership Styles and Diversity Practices: The authors identify various CEO leadership styles, including transformational, transactional, and laissez-faire leadership. They examine how these different leadership styles influence the implementation of organizational diversity practices, such as diversity training programs, recruitment strategies, and diversity task forces.

2. Moderating Effects of Social Values: (Ng & Sears, 2012) explore how social values, such as egalitarianism and individualism, moderate the relationship between CEO leadership styles and the implementation of diversity practices. They argue that CEOs with transformational leadership styles are more likely to prioritize diversity initiatives, especially in organizations with strong egalitarian values.

3. Moderating Effects of Age: The authors also investigate the moderating effects of CEO age on the relationship between leadership styles and diversity practices. They find that older CEOs may be less inclined to champion diversity initiatives, regardless of their leadership style, compared to younger CEOs who are more open to embracing diversity and inclusion.

4. Interaction Effects: The study reveals complex interactions between CEO leadership styles, social values, and age in shaping the implementation of diversity practices. For example, transformational leadership may be more effective in driving diversity initiatives in organizations with younger CEOs and strong egalitarian values (Ng & Sears, 2012).

5. Implications for Practice: (Ng & Sears, 2012) discuss the practical implications of their findings for organizational leaders and policymakers. They highlight the importance of aligning leadership styles with organizational values and demographics to effectively promote diversity and inclusion in the workplace.

In summary, the article provides valuable insights into the relationship between CEO leadership styles and the implementation of organizational diversity practices, highlighting the moderating effects of social values and age. Understanding these dynamics allows organizational leaders to better tailor their leadership approaches to foster diverse and inclusive work environments.

Article 9: Title: "Unraveling Determinants of Inclusive Leadership in Public Organizations"

Author: Tanachia Ashikali, published in the Journal of Public Personnel Management 2023, Vol. 52 (4) 650-681. This article aligns with the researcher's topic, "enhancing organizational diversity through leadership practices" as they both focus on the role of leadership in driving organizational diversity and fostering inclusive environments where all employees can thrive.

Summary of findings:

1. Organizational Culture: The article emphasizes the importance of organizational culture as a determinant of inclusive leadership. A supportive and inclusive culture enables leaders to adopt inclusive behaviours and create an environment of psychological safety and belonging for employees (Ashikali, 2023).

2. Leadership Style: The study highlights the role of leadership style in promoting inclusivity within public organizations. Transformational leadership qualities, such as empathy, authenticity, and vision, are identified as effective in fostering diversity and inclusion initiatives and building positive relationships with employees (Ashikali, 2023).

3. Employee Perceptions: Ashikali (Ashikali, 2023) argues that employee perceptions of fairness, transparency, and accessibility within the organization significantly influence their experiences of inclusivity and their trust in leadership. Positive perceptions contribute to a more

inclusive work environment and support the effectiveness of inclusive leadership practices (Ashikali, 2023).

4. Organizational Support Mechanisms: The article explores the impact of organizational support mechanisms on inclusive leadership practices. (Ashikali, 2023) suggests systems and structures that facilitate diversity and inclusion initiatives, such as training programs, resource allocation, and policies, play a crucial role in promoting inclusive leadership behaviours.

5. Practical Implications: The researcher's findings have practical implications for organizational leaders and policymakers in the public sector. Understanding the determinants of inclusive leadership can inform strategies to promote diversity, equity, and inclusion within public organizations, ultimately leading to improved employee well-being and organizational performance (Ashikali, 2023).

In summary, the article provides valuable insights into the factors that contribute to inclusive leadership in public organizations, offering practical implications for fostering diversity and inclusion in the workplace.

Article 10: Title: "Diversity, Equity and Inclusion in Hospitality: Value Centered Leadership as a Conduit for Change".

Authors: Dogan Gursoy and Thomas Maier, published in: *Journal of Hospitality Marketing and Management*, (2023), 32:4, pp. 445-453. In their article, (Gursoy & Maier, 2023) explore the role of value-centered leadership in fostering diversity, equity, and inclusion (DEI) within the hospitality industry. The article provides valuable insights into the role of leadership practices, specifically value-centered leadership, in enhancing organizational diversity in the hospitality industry by fostering diversity, equity, and inclusion. Its focus on leadership's impact on DEI initiatives aligns closely with the research topic of enhancing organizational diversity through leadership practices.

They present several key findings:

1. **Importance of DEI in Hospitality:** The authors highlight the significance of diversity, equity, and inclusion in the hospitality sector. They argue that DEI initiatives are essential for promoting organizational effectiveness, employee well-being, customer satisfaction, and community engagement.

2. **Value-Centered Leadership:** (Gursoy & Maier, 2023) introduce the concept of value-centered leadership as a critical driver of DEI within hospitality organizations. Value-centered leaders prioritize ethical principles, social responsibility, and inclusivity in their decision-making processes and organizational practices (Gursoy & Maier, 2023).

3. **Leadership Practices for DEI:** The authors identify specific leadership practices that contribute to fostering DEI within hospitality organizations. These practices include promoting cultural competence, valuing diverse perspectives, empowering marginalized groups, and creating inclusive work environments.

4. **Benefits of DEI:** (Gursoy & Maier, 2023) discuss the benefits of DEI initiatives for hospitality organizations, employees, customers, and communities. They argue that embracing diversity, equity, and inclusion can lead to enhanced innovation, creativity, employee engagement, customer loyalty, and brand reputation.

5. **Challenges and Opportunities:** The authors acknowledge the challenges and barriers that hospitality organizations may face in implementing DEI initiatives, such as resistance to change, lack of resources, and unconscious biases. However, they also highlight the opportunities for growth, innovation, and competitive advantage that DEI can bring to the industry.

In summary, the article emphasizes the importance of value-centered leadership in driving diversity, equity, and inclusion within the hospitality industry. By adopting leadership practices that prioritize ethical values and inclusivity, hospitality organizations can create environments that embrace diversity, promote equity, and foster a culture of inclusion, ultimately leading to positive outcomes for employees, customers, and communities.

Article 11: Title: "Organizational Inclusion and OCB: The Moderating Role of Inclusive Leadership"

Authors: Sunaina Kuknor, Shubhasheesh Bhattacharya, Bhuvanesh Kumar Sharma, and Sonalia Bhattacharya, published by Sage Publications. In their article, (Kuknor et al., 2023) explore the relationship between organizational inclusion, inclusive leadership, and organizational citizenship behaviour (OCB). The article provides valuable insights into the role of inclusive leadership in promoting organizational diversity and enhancing employee engagement. It underscores the importance of leadership practices in driving diversity and inclusion initiatives within organizations, making it relevant to the research topic of enhancing organizational diversity through leadership practices.

Summary of the key findings, themes, and arguments presented by the authors:

1. **Organizational Inclusion and OCB:** The authors investigate the impact of organizational inclusion on employees' organizational citizenship behavior (OCB). Organizational inclusion refers to creating a work environment where all employees feel valued, respected, and empowered to contribute their unique perspectives and talents (Kuknor et al., 2023). OCB encompasses discretionary behaviours that go beyond formal job requirements, such as helping colleagues, volunteering for tasks, and contributing to organizational goals (Kuknor et al., 2023).

2. **Moderating Role of Inclusive Leadership:** (Kuknor et al., 2023) examine the moderating role of inclusive leadership in the relationship between organizational inclusion and OCB. The authors argue that inclusive leadership involves leaders who actively promote diversity, equity, and inclusion within their teams and organizations.

3. **Findings:** (Kuknor et al., 2023) hypothesize that inclusive leadership may strengthen the positive impact of organizational inclusion on OCB by fostering a climate of trust, respect, and collaboration.

4. **Recommendations for Practice:** Based on their findings, the authors offer recommendations for organizations to promote organizational inclusion and foster inclusive leadership practices. These recommendations may include providing diversity and inclusion training for leaders, implementing inclusive policies and practices, soliciting employee feedback, and recognizing and rewarding inclusive behaviours.

In summary, the article emphasizes the importance of organizational inclusion and inclusive leadership in fostering organizational citizenship behavior among employees. By creating inclusive work environments and promoting inclusive leadership behaviours, organizations can enhance employee engagement, teamwork, and performance, ultimately contributing to organizational success.

Article 12: Title: « Being Inclusive Boosts Impact of Diversity Practices on Employee Engagement”.

Authors: Helena Mateus Jerónimo, Paulo Lopes Henriques, and Sara Isabel Carvalho, published in the Journal of the Iberoamerican Academy of Management, Vol. 20(2), 2022, pp. 129-147. In their article, (Jerónimo et al., 2022) investigate the relationship between diversity practices, inclusivity, and employee engagement within organizations. The article focuses on the relationship between diversity practices, inclusivity, and employee engagement,, and it

indirectly highlights the importance of leadership practices in enhancing organizational diversity and promoting employee engagement.

Summary of the key findings, themes, and arguments presented by the authors:

1. Importance of Diversity Practices: The authors emphasize the importance of diversity practices in organizations and their potential impact on employee engagement. Diversity practices include initiatives and policies aimed at promoting diversity, equity, and inclusion within the workplace.

2. Role of Inclusivity: (Jerónimo et al., 2022) highlight the crucial role of inclusivity in maximizing the impact of diversity practices on employee engagement. Inclusivity refers to creating a culture and environment where all employees feel valued, respected, and empowered to contribute their unique perspectives and experiences (Jerónimo et al., 2022).

3. Positive Impact on Employee Engagement: The authors find that organizations that prioritize inclusivity alongside diversity practices experience higher levels of employee engagement. (Jerónimo et al., 2022) suggest that when employees perceive that their organization values and includes diverse perspectives, they are more likely to feel engaged, motivated, and committed to their work.

4. Mediating Effect: (Jerónimo et al., 2022) suggest that inclusivity acts as a mediator in the relationship between diversity practices and employee engagement. In other words, inclusivity enhances the effectiveness of diversity practices by fostering a sense of belonging and psychological safety among employees (Jerónimo et al., 2022).

5. Practical Implications: The article offers practical implications for organizations seeking to enhance employee engagement through diversity and inclusivity initiatives. Organizations should not only implement diversity practices but also prioritize creating inclusive cultures where all employees feel respected, valued, and included (Jerónimo et al., 2022).

In summary, the article highlights the importance of inclusivity in maximizing the impact of diversity practices on employee engagement within organizations. By fostering inclusive cultures where diverse perspectives are valued and respected, organizations can create environments where employees feel engaged, motivated, and committed to their work.

Article 13: Title: "Organizational Inclusion through Interaction of Work Meaningfulness and Servant Leadership: An Artificial Neural Network Approach".

Authors: Omar Khalid Bhatti, Muhammad Irfan, Ali Osman Ozturk, and Raj Maham, published in: Journal of Cogent Business and Management, 9:1. The article by (Bhatti et al., 2022) explores the relationship between organizational inclusion, work meaningfulness, and servant leadership using an artificial neural network (ANN) approach. While the article may not directly address the topic of enhancing organizational diversity through leadership practices, its focus on organizational inclusion, servant leadership, and the interaction with work meaningfulness aligns closely with the broader goal of promoting diversity and inclusion within organizations.

Through their research, the authors uncover several key findings:

- 1. Work Meaningfulness and Organizational Inclusion:** The authors investigate how the perceived meaningfulness of work influences organizational inclusion. They found that employees who perceive their work as meaningful are more likely to feel included in the organization, as meaningful work fosters a sense of purpose, belonging, and commitment.
- 2. Servant Leadership and Organizational Inclusion:** (Bhatti et al., 2022) examine the role of servant leadership in promoting organizational inclusion. Servant leaders prioritize the well-being and development of their followers, foster trust, and collaboration, and create a supportive and inclusive work environment. The study finds a positive association between servant leadership behaviours and organizational inclusion.

3. Interaction Effect: The authors explore the interaction effect between work meaningfulness and servant leadership on organizational inclusion. They find that the combination of meaningful work and servant leadership enhances organizational inclusion synergistically. Employees who perceive their work as meaningful and are led by servant leaders experience higher levels of inclusion compared to those who do not have this combination (Bhatti et al., 2022).

4. Implications for Practice: (Bhatti et al., 2022) discuss the practical implications of their findings for organizational leaders and managers. They highlight the importance of fostering meaningful work experiences and cultivating servant leadership behaviours to promote organizational inclusion. Creating environments where employees find meaning in their work and feel supported by servant leaders can enhance employee engagement, satisfaction, and organizational performance.

In summary, the article provides valuable insights into the interaction between work meaningfulness and servant leadership in promoting organizational inclusion. By understanding and leveraging this interaction, organizational leaders can create inclusive work environments that empower employees and foster their sense of belonging and contribution.

Conclusion

To sum up, one can argue that the above articles offer unique perspectives, methodologies, and findings, collectively enriching our understanding of the subject area from diverse angles. Therefore, a framework for analysing and synthesizing the wealth of information presented in the literature has been provided.