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A Bibliometric Analysis of Inclusive Leadership from 1990 to 2022

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Abstract

Changing dynamics of organizational diversity and societal values have brought transformative changes in the concept of inclusive leadership over the last three decades. This analysis presents a comprehensive bibliometric analysis of scholarly publications with respect to inclusive leadership, while synthesizing existing literature and exploring empirical works. For the study purpose, 99 research articles published between 1990 to 2022 have been reviewed by employing advanced bibliometric techniques. Consequently, we identified growth, trends, and patterns in research output. Within the defined parameters, the research data was collected from a Scopus database, which sifted subject specific academic articles, conference papers, and other scholarly contributions. Key bibliometric indicators, such as publication trends, growth pattern, citation counts, authorship patterns, and collaboration networks, were analyzed. Preliminary findings indicate a significant change during the given timeframe, highlighting the increasing focus while keeping its impact on organizational performance into consideration. The analysis further mapped thematic areas and the interconnectivity of Inclusive Leadership across different research disciplines. It highlights influential authors and institutions contributing significantly and thus assist readers to analyze key developments, paradigms, and challenges related to the subject in great detail. Additionally, the study provides a geographic distribution of publications, emphasizing the involvement of different countries and regions. Various dimensions of multifaceted nature of inclusive leadership and its impact on organizational performance explored through this analysis will offer valuable perspectives and guidelines to policymakers in developing innovative, collaborative, and social responsible team, adapting to the changing dynamics of organizational diversity and societal values. Overall, bibliometric analysis contributes well in better conception of the evolution of research with a comprehensive overview of the scholarly landscape explaining subject transitions. The study offers findings which acts as a perfect toolkit for policymakers, researchers, and stakeholders in formulating strategies.

Key Words: Leadership, Humans, Workplace, Organization, Employment

Introduction

In today's rapidly evolving global landscape, the concept of leadership has transcended traditional paradigms to encompass a more inclusive and diverse approach. The importance of fostering inclusive leadership, characterized by the ability to harness the strengths and perspectives of individuals from various backgrounds, has gained significant recognition as a catalyst for organizational success, innovation, and societal progress. Over the past three decades, scholarly interest in inclusive leadership has grown exponentially, reflecting its relevance in navigating complexities posed by cultural, social, and economic transformations.

This bibliometric analysis delves into the extensive body of research on inclusive leadership spanning the years 1990 to 2022. By employing bibliometric techniques, we aim to map the intellectual landscape, identify seminal works, prominent authors, influential journals, and key themes that have shaped the discourse around inclusive leadership. Through this comprehensive exploration, we seek to gain deeper insights into the trajectory of research, the evolution of core concepts, and the emerging directions that have emerged over the years.

By critically assessing the growth, trends, and interdisciplinary connections within the realm of inclusive leadership, our endeavor is to further develop a holistic understanding of its significance across academic, organizational, and societal spheres. As the world continues to navigate challenges and opportunities associated with diversity and inclusion, this bibliometric analysis offers a valuable resource for scholars, practitioners, and policymakers striving to enhance leadership practices that promote collaboration, equity, and sustainable progress.

Aiming to explore conceptual and theoretical issues, this analysis was conducted to study a phenomenon of Inclusive leadership while focusing on public sector. For the purpose, a methodology of systematic literature review was adopted. In this paper, conceptual aspects of Inclusive Leadership, existing practices, goals, limitations, research streams, their emergences, convergences, and divergences, antecedents and outcomes were focused upon and attempted. These underlying objectives were pursued through undermentioned research questions;

What is the overall growth trend of scholarly publications related to inclusive leadership from 1990 to 2022?

Which seminal works have significantly contributed to the development of the concept of inclusive leadership within the analyzed timeframe?

Who are the most influential authors in the field of inclusive leadership, and what are their key contributions?

What are the emerging directions which can be adopted as guidelines across academic, organizational, and societal spheres?

In the next section detailed methodology of systematic literature review on inclusive leadership has been elaborated and explained. This section is followed by results section in which comprehensive findings related to public inclusive leadership phenomenon has been endorsed and recorded.

Study Methodology

Through systematic steps, Inclusive Leadership literature was explored while keeping objectivity into perspective. The search spanned over year 1990 to 2022, focused on Inclusive Leadership revealed noteworthy contributions like “The Enduring Skills of Change Leaders” by Kanter, R. M. 2006, a paper on The Benefits of Climate for Inclusion for Gender-Diverse Groups by Nishii, L. H. (2013) and Best Practices or Best Guesses? Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies by Kalev, A., Dobbin, F., & Kelly, E. (2006).

Scopus database was used for sifting relevant literature on Inclusive Leadership. The key term “Inclusive leadership” OR “Growth Innovation” was used in the search, enclosed within inverted commas. The search was filtered for articles published between 1990 and 2022. In total, the search yielded 99 articles from the database. The detailed criteria for literature review and search, as mentioned in Table 1 was followed:

Table 1: Literature Search Criteria

period	1990 to 2022
database	Scopus
Search Discipline	Management , business ,
Language	english
Search Key Word	Inclusive Leadership

Through the above mentioned criteria, literature on Inclusive Leadership was searched. It is essential to acknowledge a potential limitation on the part of the researchers with respect to accessibility of database and search for a specific key word “Inclusive Leadership”. Consequently, there is a likelihood that some significant relevant contributions may have been missed in the search process.

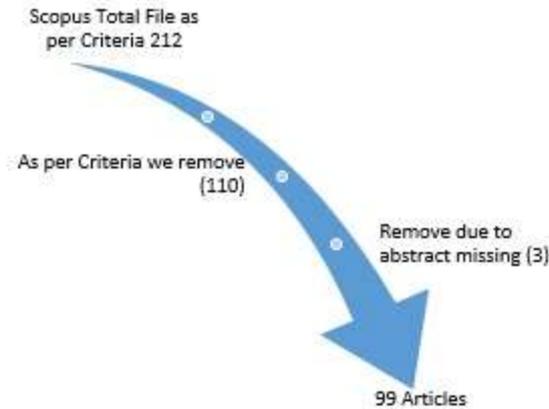
Eligibility Criteria

Initially, the basic search was conducted through the Scopus database while keeping the parameters as mentioned in Table 1 into consideration, and subsequently, the research studies were assessed based while considering under mentioned eligibility criteria for systematic literature review on Inclusive Leadership.

Serial	Eligibility Factors	Particulars
1	Studied Area	Studies facets of Inclusive Leadership
2	Topic of Study	Core issue must be Inclusive Leadership reflected in abstracts , titles , topics and objectives Studies having Inclusive Leadership’s keyword included.
3	Study Design	Both Conceptual and empirical studies were eligible and relevant research methods and designs included
4	Publication	Only published research articles were taken as a part of systematic literature review

Table2: Criteria for Articles Eligibility

Total papers were 212 in which we are using deduction criteria and after this we select 99 articles in the analysis. After applying limitations with respect to search criteria, Scopus database provided 99 search results. Titles and Abstracts of selected articles were scrutinized and screened. Thereafter, sifted articles were analyzed, and an Excel spreadsheet was maintained.



Data with respect to articles' publication year, title, journal, study objectives, research questions/hypotheses, variables, main research findings, and contributions were extracted from the selected articles. Additionally, information on research questions, research streams, limitations, possibilities, influencing factors, and

outcomes were collected to address the inquiries as mandated by this systematic review.

Results of Systematic Literature Review

In this section, we present various charts and tables to depict amount of relevant work on Inclusive Leadership with a purpose to identify and explore future directions.

Average Citation Per Year

Figure 1 explains that till year 2015, trend was low, however witnessed an upward trend which reached its peak in year 2019 followed by sharp decline and lately trending at the pre 2015 period. It highlights added focus between Year 2016 till 2019.

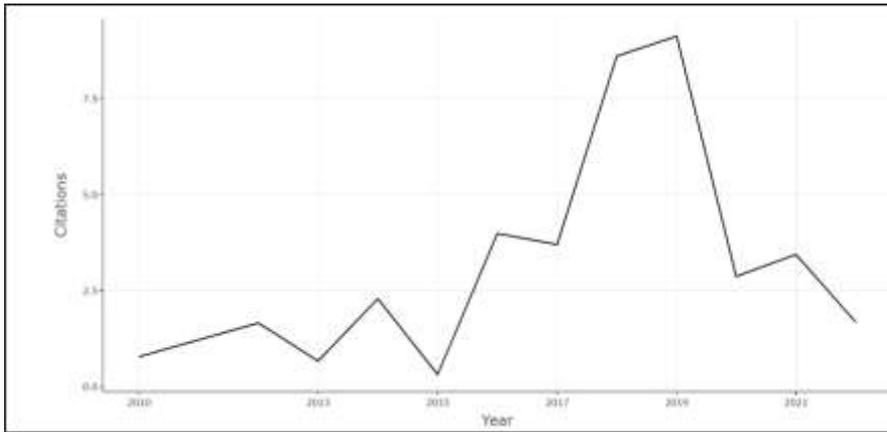


Figure 1

Most Frequent Words

Figure 2 explains leadership figured out most in the sifted material followed by humans, organization and workplace.

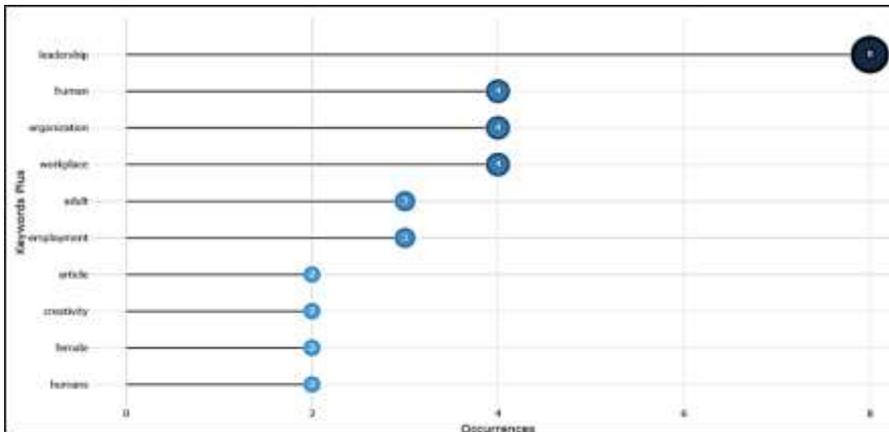


Figure 2

Corresponding Author’s Countries

Figure 3 explains SCP (Intra-country) and MCP (inter-country) collaboration. Top 5 countries in order of collaborations are, China, USA, India, Malaysia and Pakistan. In India, only Intra country (SCP) collaborations figured out whereas in Pakistan, inter country (MCP) collaborations are more, thus highlights trends of two countries. Analysis reveals that major subject related contributions were conducted in China, followed by USA. Outcome reflects that researchers from China and USA lay more emphasis on the phenomenon of Inclusive leadership, in comparison with other countries.

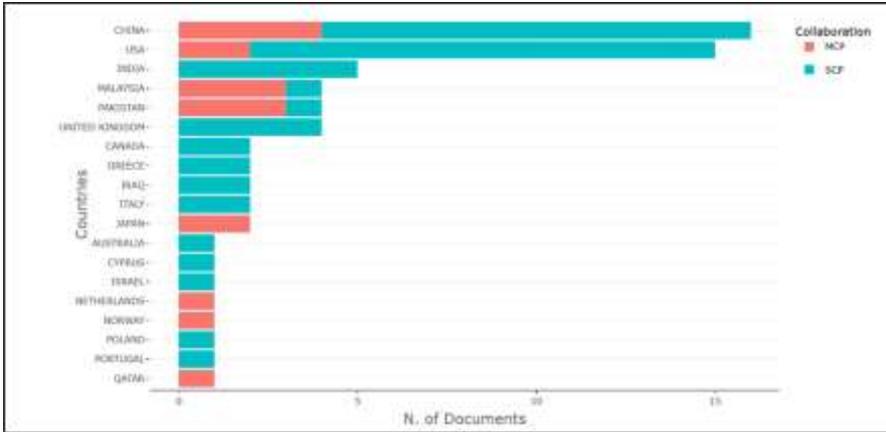


Figure 3

Most Local Cited Authors

In Figure 4, Joo B-K, Noh JH and Yoo S with 34 citations figured out the most cited authors.

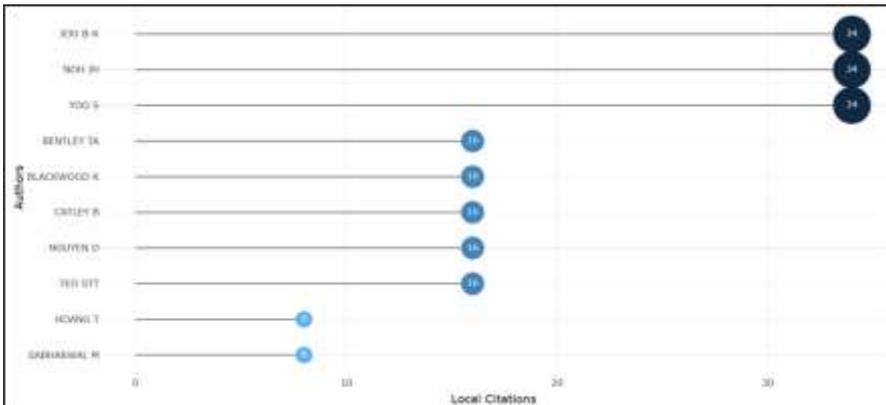


Figure 4

Sources’ Local Impact

The details of sources that work on Inclusive Leadership are given below in figure 5. Group and organizational Management appeared the most (5 times) in journal working for Inclusive Leadership, having increasing local impact, with 5

publications followed by Educational Management Administration and Leadership and Equality, Diversity and Inclusion with 3 impact measure. Details are given below:

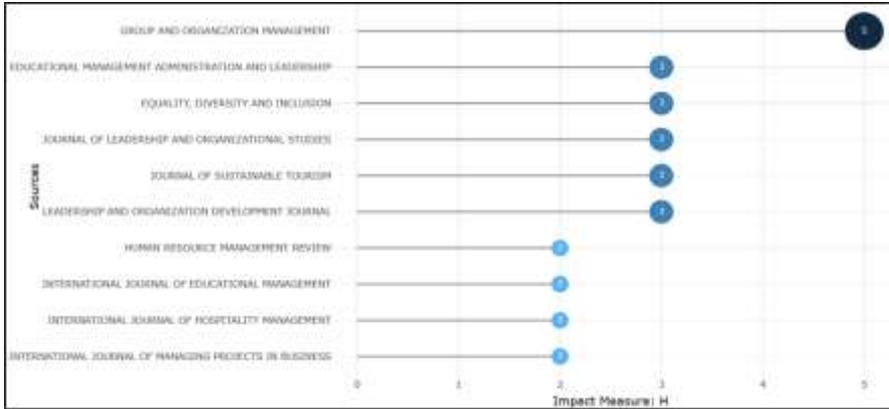


Figure 5

Most Local Cited Sources

Journal of applied psychology appeared to be most local cited source with a figure of 299 followed by Academy of Management Journal with 256. Other works given below explains about the seminal work cited by different authors.

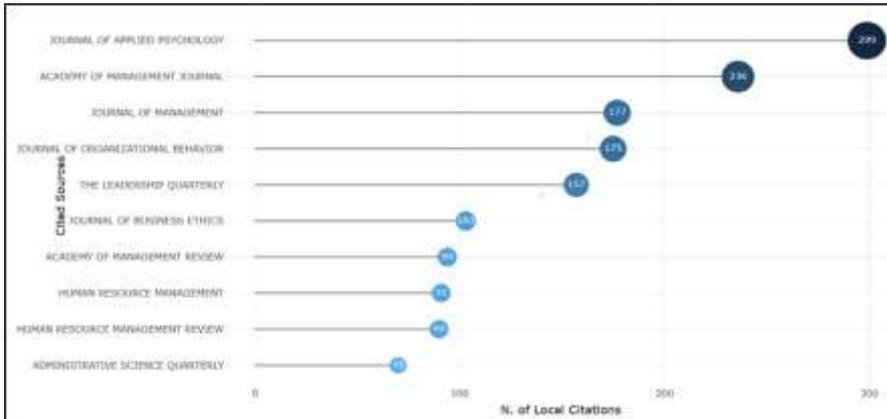


Figure 6

Most Relevant Authors

Many authors working for Inclusive Leadership but the Javed B published 5 articles along with Bhattacharya S and Wang D with 4 publications.

Clusters Using Name:

Majority of work was done in the Leadership part as we know there are different perspectives in Inclusive Leadership but as per the data from Scopus the main part the authors are working is Leadership and minor parts includes workplace and humans.



Figure 10

Co-Citation Network

Figure 11 interprets the nature of a cluster and their interrelationship emerged from the cited documents. It helped us to determine and measure the relative importance or impact of an author and publications. The yardstick to ascertain the impact factor is finding as to how many times that author, article, or publication has been cited by other works. Carmeli a. 2010 and Nembhard i.m. 2006 cited the most.

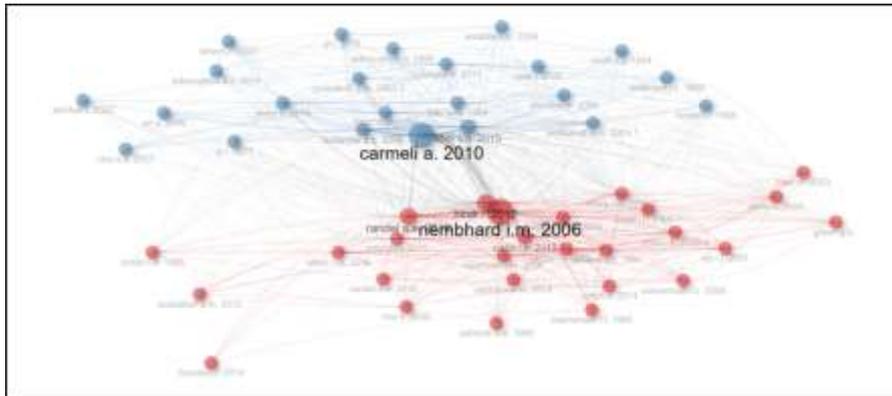


Figure 11

Historiography:

Historiography network tells us the main clusters which are working in Inclusive Leadership and also the title and analysis of the paper which was taken as a part of this review.

The analysis of authorship patterns and collaboration networks has highlighted influential contributors to the field, and the identification of highly cited papers has demonstrated the pivotal works that have shaped the discourse. This insight provides guidance for researchers, policymakers, and practitioners to navigate the vast pool of knowledge and build upon existing foundations to advance subject specific endeavors.

The geographical distribution of publications has demonstrated the global nature of Inclusive Leadership research, involving contributions from diverse countries and regions. This diversity highlights the importance of global collaboration and the exchange of ideas and best practices to address challenges and opportunities in specific contexts.

However, it is essential to acknowledge the limitations of the study, including potential biases inherent in the data sources and the dynamic nature of research outputs. Additionally, future research is necessary to track the latest trends and practices.

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