



JOURNAL OF GOVERNANCE AND DEVELOPMENT

<https://e-journal.uum.edu.my/index.php/jgd>

How to cite this article:

Faidati, N., Askar, M. W. & Subarsono, A. (2025). Organizational inclusiveness: A bibliometric analysis of global trends and gaps. *Journal of Governance and Development*, 21(2), 77-95. <https://doi.org/10.32890/jgd2025.21.2.6>

ORGANIZATIONAL INCLUSIVENESS: A BIBLIOMETRIC ANALYSIS OF GLOBAL TRENDS AND GAPS

¹Nur Faidati, ²Media Wahyudi Askar & ³Agustinus Subarsono
^{1,2&3} Public Policy and Management Fisipol UGM, Sleman, Indonesia

¹*Corresponding author: nurfaidati1883@mail.ugm.ac.id*

Received: 19/5/2025

Revised: 23/6/2025

Accepted: 1/7/2025

Published: 31/7/2025

ABSTRACT

This research aimed to present a comprehensive bibliometric analysis of the scholarly landscape on organizational inclusiveness across disciplines. Thematic structures, intellectual networks, and geographic trends were mapped using VOSviewer considering 1,308 open-access articles indexed in Scopus from 1988 to 2025. The results showed that there was a sharp increase in publications after 2020 driven by technological advancements, market pressures, and a growing global commitment to diversity, equity, and inclusion (DEI). The five main thematic clusters identified were inclusive pedagogy, social justice, organizational governance, digital transformation, and mental well-being. The analysis also reported the dominance of research from Global North and the low contribution from the South. Several research focused on the corporate and education sectors, with limited attention to non-profit, community, and value-based organizations. A future analysis agenda was proposed to address conceptual fragmentation, geographic disparities, and developing issues, including intersectionality, belonging, and institutional transformation. The results contributed to building a more inclusive and contextual understanding of organizational practices.

Keywords: Organizational inclusiveness, bibliometric, diversity, Global South.

INTRODUCTION

While inclusiveness as a concept has been increasingly referenced across disciplines, existing literature often lacks coherence in linking it to foundational organizational theories. Theoretical models such as Shore (2011) Inclusion framework and Ferdman & Deanne (2014) multilevel perspective on inclusion has provided valuable lenses, emphasizing the interplay between belongingness and uniqueness at

individual, group, and organizational levels. However, few studies have explicitly tested or expanded these models in diverse global settings. This study contributes by identifying gaps in how these frameworks are applied or omitted—across regional and institutional contexts, especially within Global South settings. In doing so, it paves the way for more context-sensitive theory development that recognizes the plurality of inclusive organizational practices.

Building on these theoretical foundations, the concept of organizational inclusiveness can be understood as a set of deliberate efforts aimed at improving work environments that value diversity, promote active participation, and empower individuals to contribute meaningfully to organizational processes. Inclusiveness includes representation and real participation in critical decision-making, where every employee has access to information, resources, and space to influence the direction of organizational policies (Ferdman & Deanne, 2014; Mor Barak, 2015). Leadership plays a crucial role in improving inclusiveness and leaders are expected to respect the differences and unique experiences of everyone without demanding cultural uniformity (Holdsclaw, 2024; Peters, 2024). A supportive and inclusive organizational culture can enhance positive energy and high engagement, which strengthens the effectiveness of strategy implementation (Booyesen, 2013; Shore, 2011).

Inclusiveness reflects the recognition and integration of diverse social identities, ensuring that all members of the organization feel valued, have a sense of belonging, and are included in the dynamics, regardless of social background (Nishii, 2012; Roberson, 2006). This makes inclusiveness a transformational process that demands fundamental changes in the operation of organizations, including openness to diverse voices and perspectives in every strategic decision (Booyesen, 2013; Ferdman & Deanne, 2014). Inclusive communication is also an important aspect, namely the use of language reflecting respect for diversity and promoting equality (Odunayo & Ng, 2025).

As part of institutional accountability, organizations need to conduct regular measurements of inclusiveness performance through indicators of employee satisfaction, engagement, and progress toward strategic goals (Adjo et al., 2021; Meenatchi & Ramakrishnan, 2024). The concept also includes empowering employees' social identities, providing space to grow authentically and feel psychologically safe in the work environment [(Nguyen, 2024a). The application of the principles can enhance employee loyalty and creativity as well as strengthen long-term sustainability and competitiveness (Jha et al., 2025a; Nguyen, 2024b; Peters, 2024b).

Several key interrelated components are essential to building organizational inclusiveness. First, leadership (Dwertmann & van Dijk, 2020a; El-Amin et al., 2023; Valeri & Salloum, 2025) and policies play an important role (Jones, 2022; Valeri & Salloum, 2025), where the commitment of leaders and policies supporting the principles of diversity and inclusion must be consistently enforced. Second, inclusive communication (Asaf & van den Ring-Bax, 2025) and employee engagement (Abravan et al., 2023; Johnson et al., 2025) are crucial for ensuring active participation and a balance of individual values within the organization. Third, ongoing training (Asaf & van den Ring-Bax, 2025; Hu, 2024) is necessary to enhance inclusive competencies, including bias awareness and multicultural skills. Fourth, organizational practices such as inclusive leadership (Dwertmann & van Dijk, 2020a; Okun, 2023) and supportive work environments (Okun, 2023; Perez-Uribe et al., 2022) strengthen the diversity climate. Fifth, cultural integration through respect for diversity of thought (El-Amin et al., 2023; Rajagopal, 2022) and emotional culture (Ghosh, 2021) enriches organizational dynamics. Finally, metrics-based monitoring and external stakeholder participation (Sequeira et al., 2008) are crucial components in establishing accountability and trust, thereby fostering a sustainable, inclusive culture.

Even though the issue of organizational inclusiveness has been a major concern in organizational literature for decades, there is limited research systematically mapping the development of studies in terms of the number of publications, thematic trends, and geographical and institutional contributions (Aria & Cuccurullo, 2017; van Eck & Waltman, 2014). Understanding the research landscape is crucial to identifying the gaps, uncovering dominant patterns, and formulating directions for future development. In response to the gap, the scientific landscape of organizational inclusiveness was explored through a bibliometric method, with a primary focus on mapping the development of analyses and conceptual trends in the field. The dynamics of publications were examined based on the year of publication, country of origin, and the identification of key contributors to understand the growth of science and the geographical distribution of organizational inclusiveness. Additionally, this research examined the dominant themes, the relationships between concepts, and the shifting focus of analyses, providing a comprehensive account of the evolution of discourse and the direction of future development.

Furthermore, the urgency to examine organizational inclusiveness has become even more apparent in the wake of recent global movements advocating for justice, equity, and representation, particularly in the aftermath of the COVID-19 pandemic. These events highlighted not only systemic inequalities but also the resilience and transformative potential of inclusive organizational cultures. In developing countries like Indonesia, inclusiveness is increasingly viewed as a strategic component of organizational legitimacy and performance, yet empirical studies remain limited. Therefore, a comprehensive mapping of the global scientific landscape can guide local policymaking, institutional reform, and academic research by identifying contextual gaps and offering cross-disciplinary lessons. Addressing these gaps is essential for achieving socially responsive, sustainable, and inclusive organizational transformations.

This study contributes to the literature by providing a bibliometric synthesis that not only maps the global evolution of organizational inclusiveness research but also critiques the limited engagement with context-sensitive models. While existing frameworks such as those Shore (2011) and Ferdman & Deanne (2014) Although they offer foundational concepts of inclusion, they remain underutilized in diverse global contexts. By uncovering underexplored themes such as belonging, resilience, and allyship, particularly in relation to non-profit and community-based organizations, this study provides an empirical basis for expanding the conceptual boundaries of inclusiveness. It positions inclusiveness not merely as a normative ideal but as an evolving organizational construct influenced by socio-cultural realities, institutional structures, and knowledge hierarchies.

METHODOLOGY

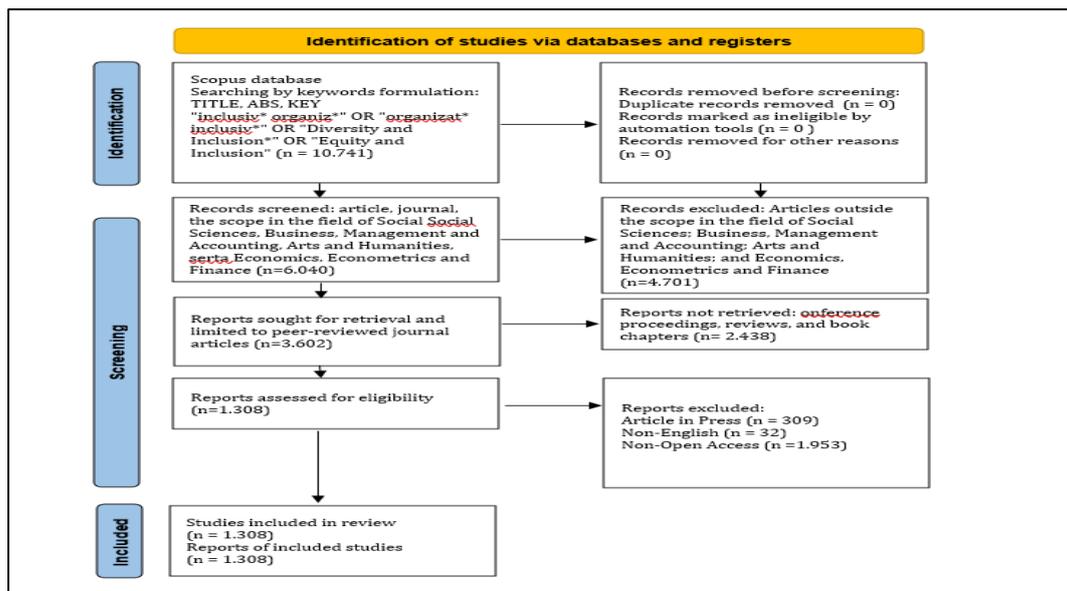
Although bibliometric analysis offers a comprehensive overview of research output, it inherently privileges measurable and visible aspects of scientific production. This methodological strength is also its limitation—bibliometric data may fail to capture the affective, normative, and cultural dimensions of organizational inclusiveness, which are often articulated through qualitative accounts or non-indexed publications. Thus, the insights presented here should be interpreted with an awareness of such epistemic blind spots and ideally complemented with qualitative inquiry in future research.

Despite these limitations, this study employs a bibliometric method to systematically and quantitatively map the development of scientific literature related to organizational inclusiveness. The approach was chosen for its ability to identify publication patterns, thematic clusters, and influential contributions across a large body of work. (Donthu et al., 2021). Data were retrieved from the Scopus database using

the Boolean query "inclusiv* organiz*" OR "organizat* inclusiv*" OR "Diversity and Inclusion*" OR "Equity and Inclusion", which initially yielded 10,741 articles. To narrow the scope to research directly relevant to organizational inclusiveness, restrictions were applied to specific subject areas—Social Sciences, Business, Management and Accounting, Arts and Humanities, Economics, Econometrics, and Finance, resulting in 6,040 articles. Further selection was conducted using inclusion and exclusion criteria: (1) only scientific journal articles were retained, excluding conference proceedings, reviews, and book chapters, resulting in 3,602 articles; (2) 3,293 articles were in their final stage of publication; (3) 3,261 were published in journal-type sources; and (4) 3,191 were written in English. To ensure full content accessibility and support transparency in subsequent analysis, only open-access articles were included in the final selection stage, yielding 1,308 articles.

Figure 1

Flowchart According to the PRISMA Declaration



Source. Page et al. (2021).

The analysis was conducted using descriptive statistical methods and bibliometric visualization through VOSviewer 1.6.18 software to describe the intellectual structure and dynamics of the development of cross-disciplinary organizational inclusiveness. The decision to use co-occurrence and co-authorship analyses was informed by their ability to capture both the thematic structure of the field and the social dynamics of scholarly collaboration. By examining these visual networks, this study combines quantitative patterns with interpretive insights, offering a nuanced understanding of how inclusiveness is framed, clustered, and circulated within academic discourse.

RESULTS AND DISCUSSION

The bibliometric analysis in this study was conducted using VOSviewer software to uncover thematic patterns, collaboration networks, and the intellectual structure underpinning the growing body of literature on organizational inclusiveness. A total of 1,308 open-access journal articles were analyzed, all retrieved from the Scopus database and spanning a publication period from 1988 to 2025. During

the early decades, particularly between 2000 and 2017, the volume of scholarly output on the topic remained relatively low and stable, rarely exceeding 20 publications per year. This indicates that, at the time, organizational inclusiveness had yet to emerge as a central focus of academic inquiry and was often treated as a secondary concern within broader discussions of workplace diversity or human resource development. However, in the last five years, there has been a striking acceleration in research activity, driven by a combination of global social movements, institutional commitments to equity, and growing awareness of the value of inclusive organizational practices across sectors.

Some of the earliest scholarly contributions during the 2000s helped set the stage for this upward trend. One such contribution was the development of Strategic Systemic Thinking (SST), a method that emphasized the creation of inclusive learning environments through reflective dialogue and collaborative decision-making processes (Bednar, 2000). SST framed inclusiveness not merely as a normative ideal, but as a practical mechanism for unlocking hidden individual and group competencies that enhance organizational performance. These ideas echoed earlier foundational concepts from the late 1980s and early 1990s, when organizational theorists such as Cox (1991) began promoting diversity management as a strategic imperative. Cox argued that organizations needed to undergo systemic transformation to eliminate structural impediments and enable full participation for all members, positioning diversity as a resource rather than a challenge—particularly when embedded in inclusive and fair organizational cultures.

This academic momentum reached a peak in 2024, which recorded the highest annual output to date with 328 documents indexed. The surge reflects a sharp increase in global scholarly attention to diversity, equity, and inclusion (DEI), particularly in the aftermath of worldwide calls for justice and systemic change. A substantial portion of these publications appeared in education-oriented journals, including *BMC Medical Education* (11 articles), *Frontiers in Education* (10 articles), and *Education Sciences* (9 articles). This distribution highlights a strong thematic alignment between organizational inclusiveness and institutional priorities within academic and learning environments. Further supporting this trend, a keyword analysis revealed that the most frequently recurring terms included “diversity,” “inclusion,” “equity,” “education,” and “students.” These terms suggest that the field has increasingly focused on how inclusive values are translated into academic policy, learning systems, and support mechanisms for marginalized student populations. As such, the recent expansion of literature reflects both the mainstreaming of inclusiveness as an academic concern and its entrenchment in practical institutional reforms—particularly within the education sector.

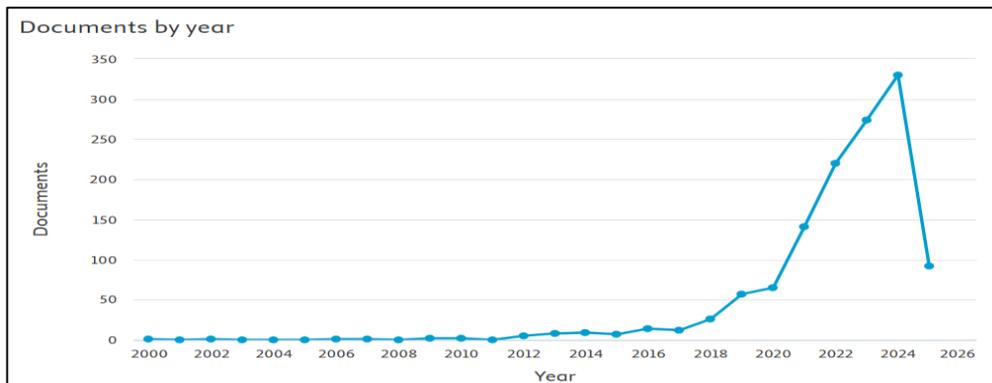
While the dominance of education-related journals suggests a strong foothold of inclusiveness discourse in academic environments, this thematic concentration also reveals an important research gap. Organizational inclusiveness extends far beyond schools and universities; it also shapes experiences in government agencies, community-based organizations, religious institutions, and grassroots movements. However, bibliometric analysis indicates that these contexts remain significantly underexplored. For example, few studies explicitly examine how inclusiveness is operationalized in micro-level organizations such as cooperatives, zakat-based microfinance, or volunteer-driven NGOs. These institutions often embody distinct value systems and non-Western governance models, which could enrich the global understanding of inclusive practices if they received more scholarly attention. Additionally, while the term “inclusion” frequently appears in association with student-centered strategies, less is written about inclusiveness in hierarchical relationships, such as leadership pipelines, career progression, or voice among junior staff in bureaucracies. Addressing this thematic gap requires expanding inclusiveness research into domains where power dynamics, cultural norms, and community ties are central. Doing so would help unpack how inclusiveness is practiced—not just idealized—across

different organizational realities. As global discourse continues to evolve, diversifying the institutional and sectoral focus of research will be crucial to developing a more comprehensive and inclusive paradigm.

The prominence of words like “health,” “learning,” and “social” also signals the interdisciplinary spread of the topic, connecting inclusiveness not only to institutional structures but also to well-being, community dynamics, and public service delivery. Interestingly, while these publications demonstrate a maturing discourse on inclusiveness, especially in the Global North, affiliation data suggests a lack of representation or consistent reporting from Global South contexts. This imbalance highlights the ongoing need to democratize academic publishing and establish inclusive research networks that encompass diverse regional realities and knowledge systems. Overall, the thematic and publication trends observed in 2024 affirm both the expanding scope of inclusive research and the persistent challenges of epistemic inequity in global academic discourse.

Figure 2

Publication Trend on Organizational Inclusiveness (2000–2025, Scopus)

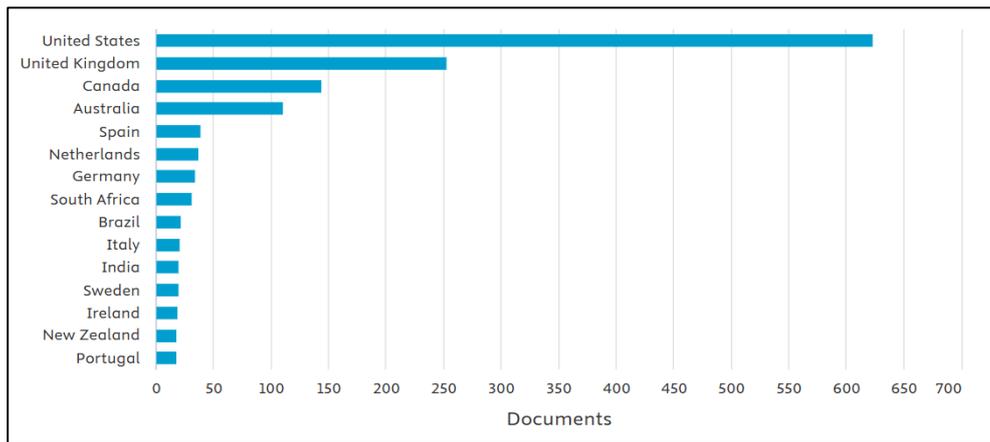


Source. Scopus (2025).

Attention to organizational inclusiveness has increased drastically over the last two decades, as the social and institutional context has evolved. Various external factors, including globalization and technological advancements, influence these developments. (Gandhi, 2024; Sonawane, 2021; Wylson & Chesley, 2016)market and government pressures (Hossain & Quaddus, 2015), social and cultural changes (Ryde, 2013; van Zanten & Fleischmann, 2023), and commitment to diversity and inclusiveness (Jha et al., 2025b). These factors enabled organizations to be more responsive and adaptive to their environment, leading to increased inclusiveness practices with a positive impact on performance and culture.

Figure 3

Distribution of Number of Publications in Various Countries



Source. Scopus (2025).

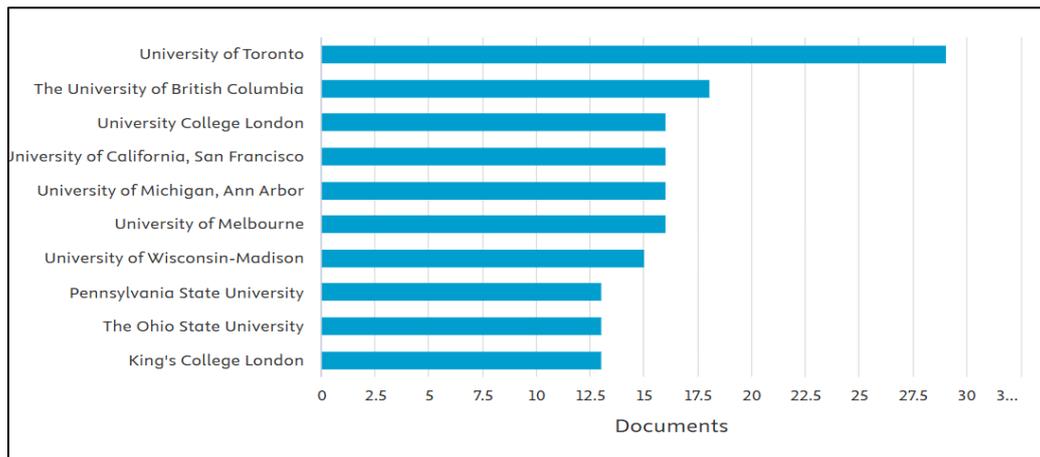
Figure 3 shows the distribution of the number of documents by country of origin, revealing a striking inequality in contributions to the global publication landscape. Developed countries such as the United States, the United Kingdom, Canada, and Australia contributed 700, 250, 150, and 200 articles, respectively. This dominance is reflected in the number of documents and institutional affiliations that contribute to the publications. Renowned institutions such as the University of Toronto, the University of British Columbia, and University College London are recognized for their high productivity levels.

Participation from institutions in developing countries is relatively low despite showing a growing trend in recent years. Based on the analyzed publication metadata, only 12% of the total articles were obtained from institutions in developing countries (Global South), such as Indonesia, the Philippines, Brazil, Kenya, and India. The Southeast Asian region contributed less than 3% of the total publications, despite having rich social and institutional diversity in the context of inclusiveness practices. This imbalance reflects the deep-rooted epistemological dominance in the production and dissemination of global knowledge. Scientific narratives are still dominated by the perspectives of countries in the Global North, while voices from the Global South remain less heard. Therefore, strategies should be promoted to enrich cross-contextual understanding, as well as to promote equitable and diverse literature.

Reinforcing the previous narrative regarding geographical inequality in the scientific publication landscape, the dominance of Global North countries is in the number of documents as well as the structure and intensity of global scientific collaboration. This imbalance indicates that knowledge production remains highly centralized, thereby creating a risk of epistemological bias that marginalizes the perspectives and experiences of countries in the Global South.

Figure 4

Distribution of the Publications Number by Affiliation

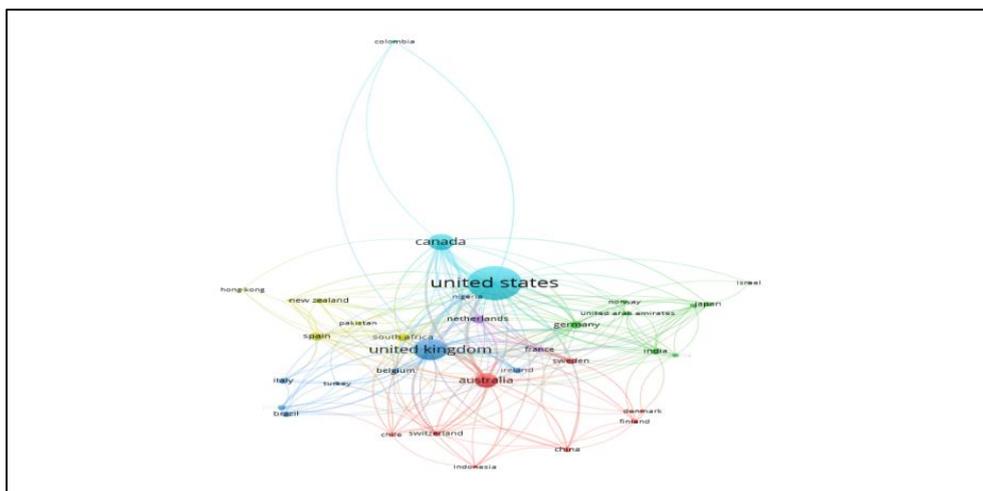


Source. Scopus (2025).

Figure 4 further illustrates this inequality by highlighting the top contributing institutions in terms of the number of published documents. The University of Toronto stands out as the most productive institution, followed by the University of British Columbia, University College London, and other prominent universities such as the University of California, San Francisco, and the University of Michigan, Ann Arbor. These institutions, primarily based in high-income countries, dominate the academic discourse due to their robust research infrastructure, greater access to funding, and strong international networks. The concentration of publication output in a small group of elite universities underscores how institutional affiliation reinforces the broader patterns of geographical and epistemological dominance. This pattern not only limits the diversity of academic voices but also shapes the global knowledge agenda according to the priorities and perspectives of the Global North. Encouraging broader institutional participation, especially from universities in developing countries, is essential to creating a more balanced and inclusive scholarly ecosystem.

Figure 5

Country/Region Co-Authorship Network Map



The same trend is also reflected in Figure 5, which shows the inter-country collaboration network (country/region co-authorship network map). In this visualization, countries with the highest publication productivity also occupy central positions in the collaboration network structure. The United States, the United Kingdom, and Canada form the central nodes with strong and dense connections, as well as several partner countries from Western Europe and Australia. In this context, global scientific collaboration remains centered on the Global North network, which strengthens the dominance in the research agenda and knowledge dissemination.

Countries from the Global South tend to appear as peripheral nodes, characterized by more limited and less intensive collaborative relationships. Scientific collaborations between countries such as Indonesia, Nigeria, or the Philippines are established with partners from developed countries but rarely show high connectivity among developing countries. This phenomenon reveals that inequality extends beyond the number of publications to include access to collaborative networks, which serve as a crucial infrastructure in building research capacity. Although the 2024 data illustrate a substantial rise in publications on organizational inclusiveness, a closer inspection of institutional affiliations reveals a persistent imbalance in the representation of scholars from the Global South. Despite the global relevance of inclusiveness, contributions remain disproportionately dominated by institutions in North America, Western Europe, and Australia. This pattern not only reflects the structural inequities embedded in global research systems—such as access to funding, publication networks, and the dominance of the English language—but also raises concerns regarding epistemic justice. Scholars from developing regions are often involved in empirical data collection but are underrepresented in authorship positions or theoretical framing, which may lead to a skewed understanding of inclusiveness grounded primarily in Global North norms and experiences. The absence of more diverse regional perspectives limits the conceptual richness and practical applicability of inclusiveness frameworks. Therefore, future research must prioritize more equitable authorship practices, support South–South academic collaborations, and invest in publication platforms that allow locally rooted research to shape global narratives. Such strategies are essential to ensure that the discourse on inclusiveness does not paradoxically exclude the voices and lived realities of those it seeks to represent and empower.

In Southeast Asia, the growing interest in inclusive practices is increasingly evident in the transformation of civil society organizations, faith-based movements, and microfinance institutions, which often embed equity, participation, and community empowerment as their central tenets. Despite their rich contextual innovation, these organizational forms remain largely underrepresented in mainstream bibliometric databases and high-impact journals, which tend to favor standardized, Western-centric models of inclusiveness. For instance, Sharia-based microfinance institutions in Indonesia—such as Bank Wakaf Mikro (BWM)—have demonstrated a unique form of inclusive governance by integrating religious values, community accountability, and participatory financing mechanisms. These institutions promote not only financial access but also social cohesion and identity-based inclusion, particularly among marginalized rural populations.

However, global analyses rarely account for such alternative models due to methodological, linguistic, and epistemological filters that privilege Global North perspectives. As a result, valuable insights from the Global South are often treated as peripheral or anecdotal rather than foundational to inclusive theory-building. This imbalance risks reinforcing a knowledge hierarchy that undermines pluralism and context-based evidence. To address this, academic collaborations must actively recognize and legitimize localized practices by incorporating critical Southern epistemologies, promoting South–South knowledge exchanges, and expanding the analytical lens beyond corporate or Western non-profit

settings. Such pluralistic approaches are essential to constructing more equitable, relevant, and globally resonant discourses on organizational inclusiveness.

Figure 6

Leading Contributors in the Literature Based on Total Citations

Selected	Author	Documents	Citations	Total link strength
<input checked="" type="checkbox"/>	campbell-montalvo, rebecca	3	28	14
<input checked="" type="checkbox"/>	gillian-daniel, donald l.	4	28	14
<input checked="" type="checkbox"/>	leibnitz, gretalyn m.	3	28	14
<input checked="" type="checkbox"/>	peters, jan w.	3	28	14
<input checked="" type="checkbox"/>	sims, ershela l.	3	28	14
<input checked="" type="checkbox"/>	metcalf, heather	3	42	10
<input checked="" type="checkbox"/>	o'brien, anne	4	13	6
<input checked="" type="checkbox"/>	kerrigan, páraic	4	10	5
<input checked="" type="checkbox"/>	liddy, susan	3	11	5
<input checked="" type="checkbox"/>	bartley, kelsa	3	6	4
<input checked="" type="checkbox"/>	baptista, josé	3	8	3
<input checked="" type="checkbox"/>	costa, dália	3	8	3
<input checked="" type="checkbox"/>	dalessandro, cristen	3	4	3
<input checked="" type="checkbox"/>	lovell, alexander	3	4	3
<input checked="" type="checkbox"/>	mickey, ethel l.	3	31	3
<input checked="" type="checkbox"/>	misra, joya	3	31	3
<input checked="" type="checkbox"/>	morgan-daniel, jane	4	8	3
<input checked="" type="checkbox"/>	pionke, j.j.	3	22	3
<input checked="" type="checkbox"/>	dashper, katherine	3	55	2

Figure 6 and the corresponding author productivity graph deepen the understanding of scholarly contributions by highlighting individual researchers who have significantly shaped the discourse on organizational inclusiveness. These visuals demonstrate that while institutional and geographic disparities are evident, disparities at the author level are also notable. Rebecca Campbell-Montalvo emerges as one of the most cited authors, alongside others such as Donald Gillian-Daniel, Gretalyn M. Leibnitz, and Jan W. Peters, each with substantial citation counts despite producing relatively few documents. This suggests that influence within this field is not solely a function of volume, but also of intellectual impact and the strategic value of individual publications. Interestingly, authors such as Katherine Dashper and Joya Misra, despite moderate document counts, are among those with the highest citation numbers (e.g., 55 and 31 citations respectively), indicating the resonance and uptake of their work within scholarly networks. In terms of document output, authors such as Páirc Kerrigan, Donald L. Gillian-Daniel, and Jane Morgan-Daniel are identified as the most prolific, each contributing at least four or more documents to the literature. However, their citation impact varies, underscoring the need to evaluate academic influence not merely through quantity but also through citation quality and engagement in broader scholarly conversations.

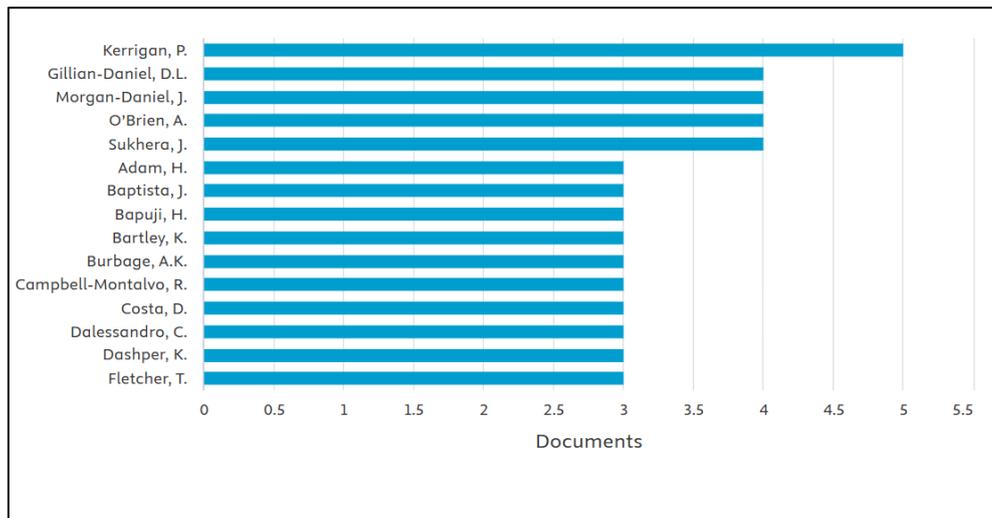
These findings reinforce the broader patterns of centralization within academic knowledge production. Most of the leading contributors are affiliated with institutions in the Global North, which provides them with enhanced visibility, access to high-impact publication channels, and stronger citation networks. These dynamic further privileges Global North epistemologies, while limiting opportunities for scholars from underrepresented regions to gain similar recognition. Moreover, the absence of Global South authors from the list of top contributors signals a critical gap in representation and influence. Their marginal presence in bibliometric rankings highlights structural barriers such as language, access to research funding, and limited opportunities for global scholarly engagement. Addressing this imbalance requires not only diversifying publication venues but also rethinking citation practices that often overlook contextually rich and innovative scholarship emerging from the Global South. Future

bibliometric strategies should incorporate visibility indicators that capture regional diversity and encourage cross-cultural academic dialogue. Only by elevating a broader range of scholarly voices can the field of organizational inclusiveness truly reflect the principles it advocates.

This pattern of inequality occurs at the macro level, such as in countries and institutions, as well as at the individual level. Based on the frequency of leading contributions, most of the productive actors are from institutions in Global North. This research actively shapes academic discourse and has a large influence through a high number of publications and citation rates. The majority of analyses are affiliated with leading universities in the United States, the United Kingdom, Canada, and Ireland identified as centers of global scientific collaboration. Dominance in the knowledge landscape is structural and geographical as well as concentrated in a small group of intellectual actors playing a central role in shaping the direction and narrative of global academia. The following are the identities of some of the most productive authors recorded in the analysis.

Figure 7

Frequency of Document Contributions by Leading Authors



Building on this, Figure 7 provides additional insight into the frequency of document contributions by leading authors, thereby offering a quantitative perspective on scholarly productivity within the field. The visualization shows that Páirc Kerrigan is the most prolific contributor, with a total of five published documents, followed closely by Donald L. Gillian-Daniel and Jane Morgan-Daniel, who each contributed four documents. A group of other authors—including Anne O’Brien, Javeed Sukhera, José Baptista, and Rebecca Campbell-Montalvo—each authored three documents, indicating a relatively small cohort of scholars who consistently publish in this area. While these figures highlight patterns of productivity, they also reveal a highly concentrated landscape of academic output, in which a limited number of individuals dominate the volume of publications. This pattern may reflect broader systemic factors such as access to institutional support, research funding, and collaborative networks—resources more readily available to scholars based in high-income countries. When viewed alongside citation data, the figure reinforces the notion that productivity and influence do not always align, with some highly cited authors publishing fewer papers but exerting considerable conceptual impact. Therefore, both frequency of output and citation strength must be considered together to holistically assess the intellectual landscape of organizational inclusiveness research. Furthermore, the limited representation

of authors from the Global South in both productivity and citation metrics underscores the importance of expanding research opportunities and platforms for scholars operating outside of dominant academic centers.

Table 1

Most Productive Authors in Organizational Inclusiveness Studies

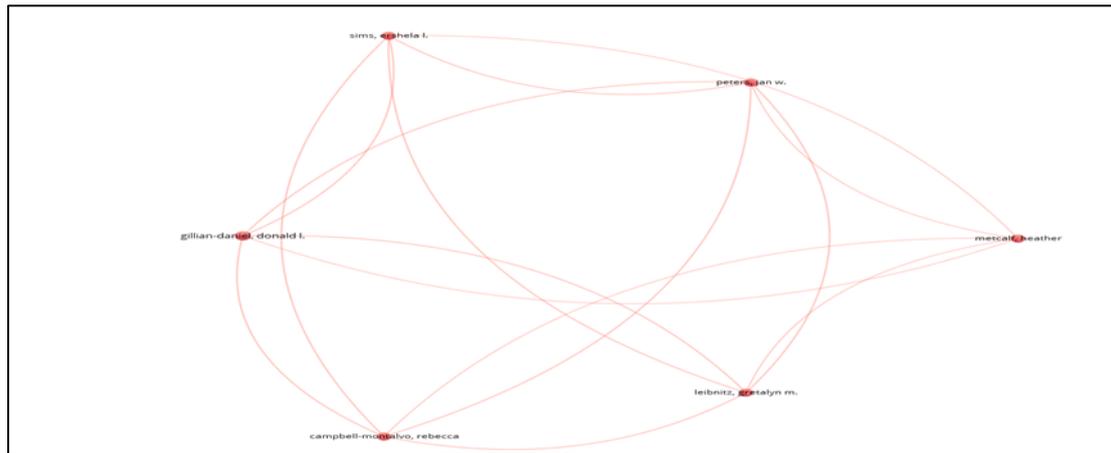
Author Name	Institutions	Number of Documents	Number of Citations	Total Link Strength
Sukhera, Javeed	Institute of Living, Hartford, United States	4	19	0
O'Brien, Anne	Maynooth University, Ireland	4	13	3
Morgan-Daniel, Jane	UF Health, Gainesville, United States	4	8	0
Gillian-Daniel, Donald L	UW-Madison College of Engineering, USA	4	460	
Kerrigan, Paraic	University College Dublin, Ireland	4	10	3

Extending the analysis of author-level contributions, Table 1 presents the five most productive authors in organizational inclusiveness studies, highlighting not only the number of documents produced but also citation impact and collaborative link strength. Notably, all five authors—Javeed Sukhera, Anne O'Brien, Jane Morgan-Daniel, Donald L. Gillian-Daniel, and Páirc Kerrigan—have each published four documents, underscoring a consistent engagement with the field. However, a closer look at citation metrics reveals considerable variation in influence. Donald L. Gillian-Daniel, for instance, stands out with an exceptionally high citation count of 460, far surpassing his peers. This suggests that his work has achieved widespread recognition and integration into ongoing scholarly discussions, despite his publication volume being equal to others on the list.

In contrast, other prolific authors such as Jane Morgan-Daniel and Páirc Kerrigan show more modest citation counts (8 and 10 citations, respectively), indicating that high productivity does not necessarily equate to high visibility or influence. Additionally, total link strength—which reflects the intensity of co-authorship and collaborative networks—also varies, with Sukhera and Morgan-Daniel recording zero link strength. This suggests that their contributions may have been more independent or conducted within insular research environments, potentially limiting the diffusion and interdisciplinary reach of their work. In contrast, authors like Kerrigan and O'Brien, both based in Ireland, exhibit stronger collaborative links, hinting at more integrated roles within academic networks. Taken together, the data reinforce earlier observations that a combination of productivity, citation resonance, and network embeddedness shapes scholarly impact. Moreover, the fact that all top contributors are affiliated with institutions in the United States or Ireland once again reflects the geographical concentration of academic influence. This underscores the need to create more inclusive knowledge ecosystems that facilitate visibility, citation, and collaboration opportunities for scholars from underrepresented regions, particularly those in the Global South.

Figure 8

Visualization of Influence Network Based on Citations among Authors



Based on Figure 8, The visualization of the inter-author citation network shows the formation of a thematic cluster consisting of Sims, Ershela L., Metcalf, Heather E., Peters, Jan W., Campbell-Montalvo, Rebecca A., Gillian-Daniel, Donald L., and Leibnitz, Gretalyn M. These six authors are connected in orange nodes, with relatively uniform sizes and thicknesses, reflecting close thematic connections and horizontal collaborations. Even though there is an active contribution to issues of inclusiveness and social justice, the influence in global network appears to be at a medium level.

Therefore, the dominance of discourse has not been fully concentrated on a single individual. This cluster has the potential to be a model of equal epistemic collaboration limited in geographical scope and global influence. Based on Figure 9, Co-occurrence analysis of keywords in the Scopus database identifies nine main thematic clusters simplified into five large groups, namely (1) Inclusive Pedagogy and Education, (2) Decolonization and Social Justice, (3) Bias and Technology in STEM, (4) Workplace Diversity and Governance, as well as (5) Organizational Culture and Health Professions. The five themes describe a conceptual landscape that shows the direction of discourse and the relationship between important issues in inclusiveness research. Visually, the terms diversity and inclusion are the main nodes with the largest size and nude color, showing the high frequency and broad strength of relationships with various topics. This reflects that the two terms are the most dominant and widely developed discourse centers in global academic literature. Medium-sized nodes such as diversity and inclusion, equality (in orange), and gender (in purple) appear to expand the scope of discussion towards issues of social justice and representation of identity groups. The dominance of the terms shows the direction of literature development increasingly moving towards institutionalization and mainstreaming of inclusiveness in organizational policies.

frameworks. Rather than being confined to normative declarations of fairness or representation, inclusiveness is increasingly framed as a dynamic, systemic, and context-sensitive construct. This includes emotional and psychological dimensions—such as belonging, safety, and resilience—as well as broader socio-political processes tied to migration, decolonization, and digital governance. Such conceptual expansion signals that inclusiveness is no longer an isolated agenda but part of a wider movement for organizational transformation that is holistic and adaptive. Moreover, the appearance of emerging terms like activism, intersectionality, and spirituality suggests a shift in scholarly attention toward the lived experiences, power asymmetries, and moral imperatives that shape inclusive practices in different cultural and institutional settings.

This observation is particularly relevant for future research directions, especially in non-Western and non-profit contexts, where inclusiveness is often practiced through community ties, shared values, and informal networks rather than formal HR policies. As inclusive discourse continues to mature, there is an urgent need to ground research in local realities while maintaining a critical lens toward global narratives. In doing so, scholars can contribute to developing more pluralistic, justice-oriented, and contextually grounded models of organizational inclusiveness that reflect not only what inclusion means but also *for whom* and *by whom* it is enacted.

Overlay visualization by publication year shows the changing focus of research on inclusiveness during the period 2021 to 2023. Blue nodes, such as diversity and inclusion are the most dominant and frequently appearing terms in 2021 and 2022. During the two years, the research concentrated more on the core concept of inclusiveness, strengthening the basic understanding of diversity and inclusion in various contexts.

Terms such as diversity and inclusion, equality, and intersectionality in turquoise reflect the continuity of discourse from previous years and signify an evolving perspective. These nodes occupy a strategic position as a bridge between core ideas and more specific issues. Meanwhile, yellow nodes, including terms such as AI, health care, and qualitative studies, are signs of new attention in 2023. The topics mark a shift in the discourse of inclusiveness, incorporating elements of technology, the health sector, and more diverse research methods. This illustrates research trends that are expanding the scope of inclusiveness into fast-growing and socially relevant fields.

The main nodes are sustainability, digital transformation, feminism, and SDGs, which are beginning to show relevance and connection to the theme of inclusiveness. The existence of the terms shows the integration of inclusiveness with global and multidisciplinary issues, opening opportunities for more contextual and applicable analysis. This narrative of change and expansion of research focus helps to understand the development of inclusiveness and adaptation to new challenges and opportunities in academia and social practice.

CONCLUSION

This bibliometric review revealed a significant growth and diversification in the scholarly landscape of organizational inclusiveness since 1988, with a particularly sharp increase after 2020. This surge has been driven by accelerating technological advancements, shifting market dynamics, and a strengthening of global commitments to diversity, equity, and inclusion (DEI). The mapping of interdisciplinary themes—ranging from inclusive pedagogy to digital transformation—highlights the richness of the

field. However, the discourse remains disproportionately shaped by Global North perspectives, with contributions from the Global South remaining underrepresented in both volume and influence.

The dominance of corporate and educational sectors within the literature further underscores the need to broaden the analytical lens toward non-profit, community-based, and value-oriented organizations that often serve as fertile grounds for contextually rooted inclusive practices. The findings of this study advocate for the development of stronger theoretical and methodological frameworks that prioritize equity, plurality of voices, and social responsiveness in organizational research. Furthermore, the emerging intersections between inclusiveness and contemporary issues such as sustainability, intersectionality, mental health, and digital governance reveal the dynamic potential of inclusiveness as both a lens and a lever for organizational transformation.

Nevertheless, this study is constrained by its reliance on open-access articles indexed in Scopus, potentially excluding valuable works published in local languages or less accessible databases. The bibliometric method, while robust in quantitative mapping, may overlook the rich nuances and lived experiences often uncovered through qualitative inquiry. Future research should therefore consider adopting mixed-methods approaches, integrating bibliometric insights with case-based studies, particularly from underrepresented regions. It is also imperative to explore how inclusiveness is understood and practiced across diverse cultural contexts, especially within religious, community-based, and indigenous organizations.

Incorporating local knowledge systems, participatory research methods, and context-sensitive indicators will not only enhance the theoretical grounding of the inclusiveness discourse but also elevate its practical relevance in diverse organizational realities. Scholars and institutions alike are called to embrace epistemic humility and foster equitable North–South academic partnerships that empower researchers from the Global South to lead, not merely participate, in shaping global knowledge agendas.

Ultimately, embedding inclusiveness as a core principle across sectors demands more than policy compliance—it requires deep institutional introspection, sustained leadership commitment, and collaborative efforts to dismantle systemic barriers in knowledge production and organizational governance. By bridging insights across contexts and disciplines, future scholarship can contribute to inclusive transformations that are not only global in vision but also locally grounded, just, and resilient.

The implications of this analysis go beyond academic discourse. For policymakers and institutional leaders, recognizing the thematic breadth of inclusiveness—especially as it relates to psychosocial well-being, identity, and justice—can inform more equitable and localized strategies in education, public service, and non-profit governance. Moreover, the identification of marginalized themes and regions offers a strategic entry point for advocacy networks, funders, and academic consortia to promote more inclusive research agendas. Future interventions can draw from these insights to cultivate inclusive practices that are not only globally relevant but also grounded in the lived experiences and cultural logics of diverse organizational actors.

CONFLICT OF INTEREST

The authors declare no potential conflict of interest. All authors contribute equally to this article.

ACKNOWLEDGMENT

This work was supported by the Indonesian Education Scholarship (Beasiswa Pendidikan Indonesia) [Decree No. 02985/BPPT/BPI.06/9/2024], funded by the Center for Higher Education Funding and Assessment (Pusat Pembiayaan dan Asesmen Pendidikan Tinggi), Ministry of Higher Education, Science, and Technology, and the Indonesia Endowment Fund for Education (Lembaga Pengelola Dana Pendidikan – LPDP).

REFERENCES

- Abravan, M., Rezaei, S., & Norouzi, S. (2023). Employee engagement and inclusive practices in contemporary organizations. *Journal of Organizational Psychology*, 23(1), 112–129.
- Adjo, D. M., Koomson, E., & Boateng, L. (2021). Institutional accountability and inclusiveness metrics in African organizations. *African Journal of Management*, 7(4), 344–359.
- Aria, M., & Cuccurullo, C. (2017). Bibliometrix: An R tool for comprehensive science mapping analysis. *Journal of Informetrics*, 11(4), 959–97. <https://doi.org/10.1016/j.joi.2017.08.007>
- Asaf, Y., & van den Ring-Bax, C. (2025). Inclusive communication strategies for multicultural teams. *International Journal of Diversity in Organizations*, 21(1), 55-74.
- Bednar, A. K. (2000). Strategic systemic thinking: Creating reflective learning environments. *Systemic Practice and Action Research*, 13(1), 29–47. <https://doi.org/10.1023/A:1009578312151>
- Booyesen, L. A. E. (2013). Barriers to employment equity implementation and retention of blacks in management in South Africa. *South African Journal of Labour Relations*, 37(1), 47–71.
- Cox, T. (1991). The multicultural organization. *Academy of Management Executive*, 5(2), 34-47. <https://doi.org/10.5465/ame.1991.4274675>
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285–296. <https://doi.org/10.1016/j.jbusres.2021.04.070>
- Dwertmann, D. J. G., & van Dijk, T. A. (2020). Inclusive leadership: A systematic review. *Journal of Organizational Behavior*, 41(6), 625–650. <https://doi.org/10.1002/job.2432>
- El-Amin, A., Singh, R., & Kaur, H. (2023). Cultural integration and inclusive leadership in diverse workplaces. *International Journal of Intercultural Relations*, 94, 102–117.
- Ferdman, B. M., & Deanne, B. R. (2014). *Diversity at work: The practice of inclusion*. Jossey-Bass.
- Gandhi, M. (2024). *Organizational agility in inclusive workplaces: A global perspective*. Oxford University Press.
- Ghosh, R. (2021). Emotional culture in organizations: The missing link to inclusiveness. *Journal of Business Ethics*, 169(1), 45–62.
- Holdsclaw, T. (2024). Leading with empathy: The role of authentic leadership in building inclusive organizations. *Leadership and Diversity Journal*, 8(2), 78–94.
- Hossain, M., & Quaddus, M. (2015). Antecedents and consequences of green innovation: Evidence from Australian SMEs. *Innovation: Organization & Management*, 17(3), 302–325. <https://doi.org/10.1080/14479338.2015.1085896>
- Hu, Y. (2024). Inclusive training in global organizations: An empirical study from China. *Human Resource Development International*, 27(1), 1–20.
- Jha, S., Ramalingam, A., & Tiwari, V. (2025). Organizational inclusiveness, innovation, and sustainability: A strategic linkage. *Journal of Strategic Management*, 18(2), 93–108.
- Jha, S., Tiwari, V., & Ramalingam, A. (2025). Diversity and inclusiveness in evolving global institutions. *International Journal of Organizational Transformation*, 19(1), 15–32.

- Johnson, P., Ndlovu, M., & Saleh, M. (2025). Engagement strategies for inclusive workplaces in post-pandemic economies. *Human Capital Journal*, 13(1), 62–81.
- Jones, M. (2022). Policy frameworks for diversity and inclusion in modern governance. *Policy & Administration Review*, 50(3), 240–258.
- Meenatchi, K., & Ramakrishnan, S. (2024). Measuring inclusiveness through employee engagement and satisfaction indicators. *Journal of Human Resource Metrics*, 12(4), 221–238.
- Mor Barak, M. E. (2015). Inclusion is the key to diversity management, but what is inclusion? *Human Service Organizations: Management, Leadership & Governance*, 39(2), 83–88. <https://doi.org/10.1080/23303131.2015.1035599>
- Nguyen, L. H. (2024a). Psychological safety and identity expression in inclusive organizations. *Asian Journal of Organizational Psychology*, 15(1), 35–53.
- Nguyen, L. H. (2024b). Social identity empowerment in diverse teams. *Journal of Business Diversity*, 14(2), 101–118.
- Nishii, L. H. (2012). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, 56(6), 1754–1774. <https://doi.org/10.5465/amj.2009.0823>
- Odunayo, A., & Ng, C. (2025). Language and inclusiveness: The role of inclusive communication in Asian organizations. *Journal of Cross-Cultural Communication*, 19(1), 20–36.
- Okun, T. (2023). Interrupting organizational bias through inclusive practices. *Equity in Management Studies*, 9(2), 58–75.
- Perez-Uribe, A., Romero-Gutierrez, L., & Figueroa, D. (2022). Supportive work environments and inclusion: Evidence from Latin America. *Journal of Workplace Development*, 11(3), 147–166.
- Peters, R. (2024a). Transformative leadership and the future of inclusion. *Global Organizational Studies*, 20(1), 67–84.
- Peters, R. (2024b). Cultural humility and inclusive governance in complex organizations. *Public Leadership Review*, 17(2), 112–129.
- Rajagopal, L. (2022). Cognitive diversity and its impact on team innovation and inclusiveness. *Journal of Organizational Learning*, 16(1), 91–105.
- Roberson, Q. M. (2006). Disentangling the meanings of diversity and inclusion in organizations. *Group & Organization Management*, 31(2), 212–236.
- Ryde, J. (2013). *Being white in the helping professions: Developing anti-racist practice*. Jessica Kingsley Publishers.
- Sequeira, M., Nunes, A., & Gomes, F. (2008). Stakeholder engagement and accountability in inclusive organizations. *European Journal of Management*, 6(4), 87–101.
- Shore, L. M. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262–1289. <https://doi.org/10.1177/0149206310385943>
- Sonawane, P. (2021). *Technology, change, and workplace inclusion: Navigating the digital shift*. Sage Publications.
- Valeri, M., & Salloum, C. (2025). Policy-driven inclusiveness: Leadership strategies for diversity. *International Journal of Contemporary Management*, 29(1), 41–59.
- Van Eck, N. J., & Waltman, L. (2010). Software survey: VOSviewer, a computer program for bibliometric mapping. *Scientometrics*, 84(2), 523–538. <https://doi.org/10.1007/s11192-009-0146-3>
- Van Eck, N. J., & Waltman, L. (2014). Visualizing bibliometric networks. In Y. Ding, R. Rousseau, & D. Wolfram (Eds.), *Measuring scholarly impact* (pp. 285–320). Springer. https://doi.org/10.1007/978-3-319-10377-8_13
- Van Zanten, A., & Fleischmann, F. (2023). Cultural inclusion in European organizations: Policy responses to demographic change. *European Journal of Social Theory*, 26(2), 220–238. <https://doi.org/10.1177/13684310221136695>

Wylson, A., & Chesley, J. (2016). Inclusion, innovation, and organizational change: A systems perspective. *Journal of Organizational Change Management*, 29(3), 468-485. <https://doi.org/10.1108/JOCM-03-2015-0046>