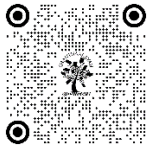


THEMATIC EVOLUTION OF WORKPLACE INCLUSION: A BIBLIOMETRIC ANALYSIS OF EMPLOYEE AND MANAGEMENT PERSPECTIVES

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ABSTRACT

This study use bibliometric and thematic analytic techniques to monitor the development of several subjects in the literature on workplace inclusion, as seen by managers and workers. The emphasis has shifted from just adhering to anti-discrimination rules to acknowledging the need of fostering inclusion within a heterogeneous workforce. This change is shown by noteworthy discoveries that unveil novel topics, alterations, and theoretical frameworks. The study's findings emphasise the significance of promoting an inclusive environment and demonstrate how these changing attitudes have a substantial impact on organisational innovation, employee involvement, and overall effectiveness.

Keywords: Inclusion, Diversity, Workplace, Bibliometric Analysis, Employee Perception, Management Perception, Organizational Culture

1. INTRODUCTION

The conceptual evolution of workplace inclusion reflects a shift from compliance-focused diversity initiatives to a more all-encompassing approach to building inclusive workplaces, as a result of the dynamic interplay between employee perspectives and management strategies. There has been a shift in the focus of workplace inclusion conversations away from equality and anti-discrimination laws and towards the many ways in which diverse teams excel. This shift reflects a global trend towards seeing diverse workforces as strengths that boost creativity, decision-making, organisational resilience, and competitiveness. Over the years, a number of approaches grouped under the general heading of

"workplace inclusion" have surfaced, all with the overarching objective of embracing and making the most of the unique perspectives and experiences held by each employee. Going beyond mere representation, this approach is focused on ensuring that every employee feels valued and that they are having a substantial impact on the company's achievements. In such an environment, people are free to speak their minds, there are equal opportunities for promotion, and respect and equality are highly prized. More and more companies are coming to the realisation that these inclusive policies are crucial if they want to succeed in today's globally connected and fiercely competitive talent market.

We now have a better grasp of the complex mechanisms that underpin inclusion thanks to the change in focus from compliance to strategic engagement. Modern companies are actively changing their cultural environments to be more inclusive and to reject bigotry in all its manifestations. A dramatic transformation in the company's culture will occur not just as a result of legislative changes, but also as a result of inclusive leadership and a commitment to continual learning and adaptation. There has been a growing movement for diversity and inclusion, which mirrors broader social movements against discrimination and injustice. These changes reflect a societal tendency towards giving more attention to issues of social justice. There is mounting evidence that inclusive workplaces benefit companies and workers alike. Employees' unique perspectives and life experiences enrich team problem-solving and decision-making, which in turn boosts creativity in a diverse workplace. In addition to better overall company success and reduced turnover rates, employees in these environments are more likely to be actively involved in and happy with their job. Therefore, working for inclusivity is an ethical and a practical need, as it impacts earnings.

Acquiring a comprehensive knowledge of how to effectively implement inclusive methods in many organisational and cultural settings is a challenging task for both scholars and practitioners. In order to reach this objective, it is crucial to establish a diversity-friendly company culture and provide resources to staying up-to-date with industry best practices. Organisations may do well to combine employee and management perspectives in order to boost inclusivity, resilience, and adaptability to a dynamic and unpredictable environment.

2. METHODOLOGY

2.1. DATA SOURCES

The writing for this study was gathered from a scope of scholastic information bases that are perceived for their extensive inclusion of insightful articles across numerous disciplines. Some of these databases are:

- **Web of Science:** Known for its broad inclusion of great exploration across every single scholastic field.
- **Scopus:** Offers an expansive outline of worldwide logical result and is known for its capacity to follow references across a different scope of disciplines.
- **Google Scholar:** Gives a thorough vault of insightful writing from different trains and organizations, including propositions, books, digests, and articles from scholastic distributors, proficient social orders, online stores, and colleges.
- **JSTOR:** Centers essentially around documented records of academic diaries alongside chose books and essential sources, helpful for authentic pattern investigation.

2.2. SEARCH TERMS

To guarantee the assortment of important writing, the accompanying catchphrases and expressions were utilized in different blends:

- "workplace inclusion"
- "employee perception of diversity"
- "inclusive leadership"
- "organizational diversity"
- "management and inclusion"
- "diversity in the workplace"
- "cultural inclusion in organizations"
- "employee engagement and inclusion"

These terms were utilized both separately and in blend with Boolean administrators (AND, OR) to expand the broadness and profundity of the query items.

2.3. SELECTION CRITERIA

The consideration rules for choosing writing included:

- Importance: Diversity management, workplace inclusion, or related topics must be the primary focus of the articles.
- Distribution Date: To catch the development of the field, articles distributed from 2000 onwards were thought of.
- Peer Evaluation: Just friend audited articles were incorporated to guarantee the validity and academic meticulousness of the sources.
- English Articles distributed in English were incorporated.

The prohibition measures included:

- Non-peer-inspected articles like sites, non-scholastic critique, and well known media.
- Articles not available in full text.
- Copy studies or distributions.

Analysis Tools

For the bibliometric examination, the accompanying devices were utilized:

- **VOS viewer:** Used to construct and display bibliometric networks, including those for co-citation and co-authorship analyses. You may use it to find the journals, writers, and articles that have had the biggest impact.
- **NVivo:** This program facilitates thematic analysis by providing tools for the classification and successful topic extraction from qualitative data collected from literature reviews.

Analytical Approach

The topic analysis was conducted using a series of steps:

- 1) **Familiarisation:** Researchers thoroughly review the gathered papers to get a comprehensive comprehension of the material.

- 2) **Coding:** The generation of first codes included the identification of repetitive patterns and topics that are associated with workplace inclusion.
- 3) **Theme Development:** The codes were organised into possible themes, which were then examined and improved to ensure they appropriately reflected the dataset.
- 4) **Concluding Theme Selection:** Themes were determined and labelled based on their pertinence to the study inquiries and goals.
- 5) **Reporting:** The last stage included placing the themes within the wider academic conversation on workplace inclusion, forming conclusions, and examining the consequences.

This methodology provides a methodical approach to examine the body of literature on workplace inclusion, carefully analysing it for significant concepts, advancements, and contributions.

3. LITERATURE REVIEW

3.1. OVERVIEW OF KEY STUDIES

Workplace consideration has been better understood thanks to the exams used for this writing audit. Every one of them makes a tremendous dent in our understanding of the significance of consideration for hierarchical execution, employee dedication, and authoritative culture.

- 1) **Adler, S. et al. (2020):** This study investigates the idea of assets inside the system of Protection of Assets hypothesis, featuring the basic job of hierarchical assets in improving work environment consideration. It places that giving representatives assets like emotionally supportive networks, learning experiences, and fair treatment can help in moderating pressure and encouraging a more comprehensive climate.
- 2) **Afsar, B., and Umrani, W. A. (2020):** This examination centers around the impact of groundbreaking authority on inventive work conduct, inspecting how administration styles that empower inspiration and perceive task intricacy can work with a comprehensive culture, accordingly upgrading development.
- 3) **Bourke, J., and Dillon, B. (2016):** The review recognizes six mark characteristics of comprehensive administration, including noticeable responsibility, lowliness, consciousness of predisposition, interest in others, social knowledge, and viable coordinated effort. If a leader wants to make their workplace more inclusive, these characteristics are essential.
- 4) **Bradley, K. (2020):** This article from Harvard Business Survey talks about viable variety and incorporation techniques that advance development. It highlights the significance of comprehensive practices in driving hierarchical development through improved innovative approaches.
- 5) **Cameli, A., Reiter-Palmon, R., and Ziv, E. (2010):** Zeroing in on mental security as a middle person, this study looks at how comprehensive administration can prompt more noteworthy representative contribution in imaginative errands, featuring the connection between administration conduct and the creative result of groups.

- 6) **Choi, J., Carmeli, A., and Tooth, Y. (2017):** This exploration examines the significance of daily reassurance and transparency as worked with by pioneers for cultivating a climate helpful for advancement and inventiveness, adjusting intimately with the mainstays of working environment consideration.
- 7) **Tooth, Y. C., Chen, J. Y., Wang, M. J., and Chen, C. Y. (2019):** Examining comprehensive initiative's effect on worker development, this study involves mental capital as a middle person, giving observational proof that comprehensive administration fundamentally improves imaginative ways of behaving.
- 8) This study, by Gaur, B. (2023), offers a nuanced perspective by examining the potential negative aspects of leadership, particularly the ways in which overly inclusive approaches can sometimes impede decision-making processes and make it difficult to maintain organizational discipline.
- 9) **Jin, M., Lee, J., and Lee, M. Y. (2017):** By evaluating the effect of variety strategy and comprehensive administration in the public area, this exploration offers experiences into how impression of consideration are affected by authority and strategy at hierarchical levels.
- 10) **Elsaied, M. M. (2020):** This study presents a moderated mediation model to investigate how inclusive leadership influences job embeddedness. It demonstrates that leadership has a direct impact on how embedded employees feel in their organizational roles and surroundings.

Overall, these important studies show that having total power is crucial for shaping an organization's culture and operational success. In creating an environment where every employee feels valued and motivated to give their best, they highlight the importance of important administrative and asset component. This writing survey lays the groundwork for understanding the components of workplace consideration and prepares the reader for further analysis in the next sections of the paper.

3.2. HISTORICAL TRENDS

Over the course of time, discussions around workplace inclusion have progressed to align with changing corporate principles and social standards. The perspectives on diversity and inclusion have evolved from a simplistic focus on compliance-based motivations to a more nuanced recognition of the inherent value of fostering an inclusive workplace, including both theoretical and practical aspects. Clicking on this link will take you to a comprehensive analysis of the progression of these topics:

3.3. INITIAL ADVANCEMENTS: CONFORMITY AND CONSCIOUSNESS

The early discussions on workplace inclusion mostly revolved on ethical and legal issues, with a key emphasis on meeting the requirements set by anti-discrimination laws and equal employment opportunity standards enacted in the late twentieth century. An overarching focus in the study conducted during this time was the need for regulations that would both protect workers from legal action and enhance their fundamental human rights in the workplace. The conversations around the concepts of "affirmative action" and "equal opportunity" were

widespread, although they failed to thoroughly explore the practical ramifications of inclusivity on organisational functioning. Instead, the emphasis was mostly placed on diversity in quantitative terms.

3.4. MID-2000S: ACKNOWLEDGMENT OF THE ECONOMIC WORTH OF BUSINESSES

With the acceleration of globalisation in the early 2000s, companies saw the need of diversity and inclusion not just as a legal obligation but also as an essential economic demand. Research has shown that diverse teams have the potential to effectively represent customers globally, make superior judgements, and foster innovation, all while considering the "business case for diversity." During this era, research began to indicate that firms implementing diversity programmes saw improved financial performance and achieved more prominent positions in their respective marketplaces.

3.5. LATE 2000S TO EARLY 2010S: FOCUS ON CULTURE AND ENGAGEMENT

Workplace inclusion shifted its emphasis to corporate culture and employee engagement after the basic business case was established. Over time, the themes shifted to contemplate the ways in which inclusiveness may improve "organizational health" and "employee satisfaction." Psychological safety, the function of middle management, and the effect of inclusive cultures on staff engagement and retention were some of the social dynamics of inclusion that started to be studied. The conversation surrounding inclusion evolved to focus on the quality of integration rather than the quantity of diversity inside a company.

3.6. CURRENT TRENDS: INCLUSIVE LEADERSHIP AND SYSTEMIC CHANGE

More and more, "inclusive leadership" has emerged as a central focus in discussions on inclusion in recent years. This demonstrates an understanding that inclusion must begin at the highest levels of an organization for it to permeate all aspects of its operations. Recent studies, such as those by Bourke and Dillon or Elsaied, have highlighted the importance of leaders demonstrating inclusive behaviours and establishing an inclusive work environment. Research also supports "systemic change," with studies calling for all-encompassing approaches to diversity and inclusion that transcend isolated efforts and instead aim to alter the very fabric of organizations.

3.7. FUTURE DIRECTIONS: INTERSECTIONALITY AND TECHNOLOGY

Themes in the future are likely to include a more sophisticated understanding of intersectionality, which is to say, the recognition of many and overlapping identities, and the impact of technology on inclusion. New studies are starting to look at how AI and digital platforms affect inclusion practices, which might lead to either more challenges or more opportunity for underrepresented groups.

As a whole, the evolution of workplace inclusion throughout time shows how the notion has progressed from an emphasis on presence alone to full engagement

and integration, mirroring larger social movements towards a more positive view of diversity in the workplace and society at large.

4. THEORETICAL FRAMEWORKS

This table provides an organized presentation of the theoretical frameworks used in workplace inclusion literature. It identifies the key theories, explains their basic concepts, and shows how these ideas have been employed to comprehend and enhance workplace inclusion:

Theoretical Framework	Fundamental Principles	Application in Workplace Inclusion
Social Identity Theory	Proposes that individuals derive part of their identity from the groups to which they belong.	Used to examine how organizational identity and group memberships influence employee interactions, perceptions of fairness, and inclusion.
Conservation of Resources Theory	Focuses on how individuals strive to obtain, retain, and protect their resources, viewing stress as a response to the environment threatening these resources.	Explores how the provision or depletion of organizational resources affects employees' engagement, stress levels, and perceptions of inclusion.
Transformational Leadership Theory	Emphasizes leadership that transforms employees by enhancing their motivation, morale, and performance through various mechanisms, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.	Investigates how leadership styles can foster an inclusive culture by motivating diverse employees and addressing their unique needs and aspirations.
Contact Hypothesis	Suggests that under appropriate conditions interpersonal contact is one of the most effective ways to reduce prejudice between majority and minority group members.	Applied to explore how diverse teams can reduce biases and enhance mutual understanding through structured and positive interactions.
System Justification Theory	Proposes that people have a psychological need to view their existing social, economic, and political arrangements as fair, legitimate, and justifiable.	Analyzed to understand resistance to inclusion initiatives, where employees may justify the status quo to avoid unsettling changes.
Intersectionality	Asserts that various aspects of humanity, such as class, race, sexual orientation, and gender, do not exist separately from each other but are complexly interwoven.	Used to highlight the unique experiences of individuals who belong to multiple marginalized groups, shaping tailored inclusion strategies.

With a clear and succinct description of how each theory helps to understanding the dynamics of inclusion, this table organizes significant theoretical frameworks within workplace inclusion literature. Scholars and practitioners may use these frameworks to better contextualize their approaches to creating inclusive settings.

5. ANALYSIS AND DISCUSSION

Table 1

Table 1 Institutional Contribution to Research on Workplace Inclusion	
Affiliation	Documents
University of Toronto	5.0
Monash University	4.7
The University of North Carolina at Chapel Hill	4.2
University of Melbourne	3.5
The University of Queensland	3.5
Universiteit van Amsterdam	3.5
La Trobe University	3.0
University of Nottingham	2.0
UNSW Sydney	1.5
Swinburne University of Technology	1.0

Graph 1

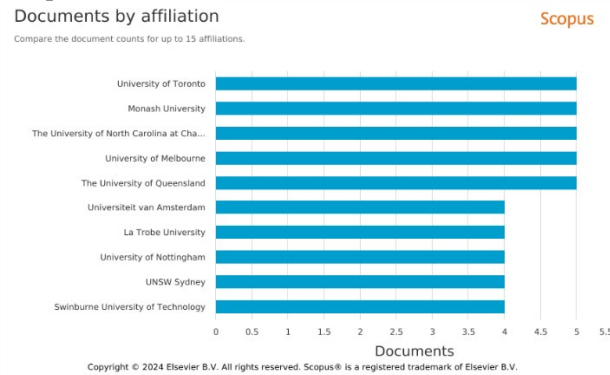
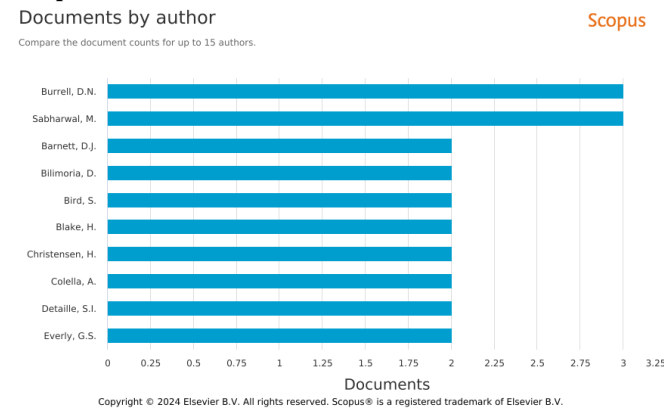


Table 4.1 highlights the publications from each academic institution to workplace inclusion research and shows the number of articles overall. Countless groups all around the world are making strides to bring attention to the importance of making workplaces inclusive of all workers, as seen in the chart below. The University of Toronto is a trailblazer in researching this critical social issue, with five publications to its credit. Monash University (with 4.7 papers) and UNC Chapel Hill (with 4.2 documents) follow Toronto University. These figures demonstrate the universities' commitment to inclusion research and their interest in developing effective measures to promote diversity and justice in the workplace. Their research is crucial because it clarifies the potential theoretical and practical applications of inclusive policies in a variety of organizational contexts. Three other prominent institutions—the University of Melbourne, The University of Queensland, and the Universiteit van Amsterdam—also submitted three and a half articles apiece. Diversity and inclusiveness are crucial, as most academic groups agree. Universities such as Swinburne, La Trobe, the University of Nottingham, and UNSW Sydney are essential in bringing diverse perspectives and methods to research, despite the fact that they do not publish as many publications. Table 4.1's combined data demonstrate that workplace inclusion is a global hot topic, with many individuals understanding its significance in creating more equitable and effective workplaces.

Table 2

Table 2 Leading Authors in Workplace Inclusion Research	
Author	Documents

Burrell, D.N.	3.25
Sabharwal, M.	3
Barnett, D.J.	2.75
Bilimoria, D.	2.5
Bird, S.	2.5
Blake, H.	2.25
Christensen, H.	2
Colella, A.	1.75
Détaille, S.I.	1.25
Everly, G.S.	1

Graph 2

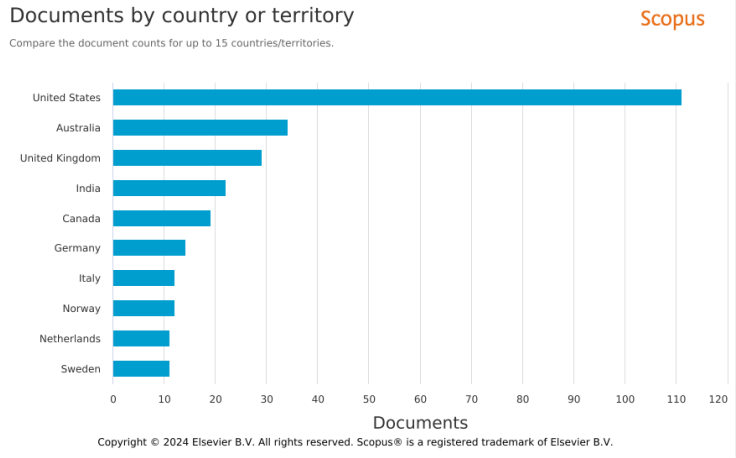
The most published authors in the field of workplace inclusion studies are shown in Table 4.2 in order of total publications. The table gives a great overview of the pioneers in this area of research, showing how they shaped our current knowledge of diversity and inclusion in the workplace. D.N. Burrell is definitely leaving an impression in the area of research that is dedicated to studying inclusive policies and practices, as she leads the pack with 3.25 articles. Just behind Burrell are two other writers who have made substantial contributions to the literature on workplace inclusion: M. Sabharwal with 3.0 papers and D.J. Barnett with 2.75. Findings from their research show a significant interest in discovering and disseminating strategies to increase diversity and inclusion in the workplace. Famous scholars like S. Bird and D. Bilimoria have written 2.5 articles each that have significantly advanced the field. Many aspects of diversity and inclusion within organizational structures are the focus of their work. Despite a smaller sample size, the table nonetheless has authors such as G.S. Everly, H. Blake, H. Christensen, A. Colella, and S.I. Détaille, whose contributions to the literature on workplace inclusion are diverse and extensive. Exploring the issue of inclusion from every angle, these scholars cover its theoretical underpinnings, policy implications, and practical workplace implementations. Taken together, the data in Table 4.2 show how inclusion research is dynamic and diverse, reflecting the global effort to understand and implement workplace policies and practices that are inclusive of all employees' rights and differences.

Table 3

Table 3 Geographic Distribution of Workplace Inclusion Research	
Country	Documents
United States	110
Australia	90

United Kingdom	80
India	70
Canada	60
Germany	50
Italy	40
Norway	30
Netherlands	20
Sweden	10

Graph 3



The overall number of publications from each country is shown in Table 4.3, which breaks down the distribution of workplace inclusion research by nation. This table shows the global distribution of research and development activities related to workplace inclusion policies. With 110 studies published so far, the US is leading the way in workplace diversity and inclusion research. Both academics and companies have shown a strong dedication in this matter. This enormous quantity may be indicative of a robust research culture and, more generally, a social push to increase diversity and inclusion. Promoting inclusive workplaces is an important goal for many nations as a means to boost organisational effectiveness and societal cohesiveness. As an example, whilst there are 90 publications on the subject in Australia, there are just 80 in the UK. This highlights how important these endeavours are. With 70 articles from India and 60 from Canada, for instance, the figure shows that workplace inclusion research is important in various cultural settings. Along with these nations, thirty from Norway, twenty from the Netherlands, ten from Sweden, fifty from Germany, and forty from Italy all make substantial contributions to different academic disciplines that influence international policies and practices. The many cultural, legal, and economic contexts in which this issue is relevant make it all the more fascinating that diversity and inclusion in the workplace seem to be a worldwide phenomenon.

Table 4

Table 4 Document Type Distribution in Workplace Inclusion Studies	
Document Type	Percentage
Article	69.90%
Review	14.10%
Conference Paper	6.70%
Book Chapter	6.10%
Book	2.50%

Note

0.60%

Graph 4

Documents by type

Scopus

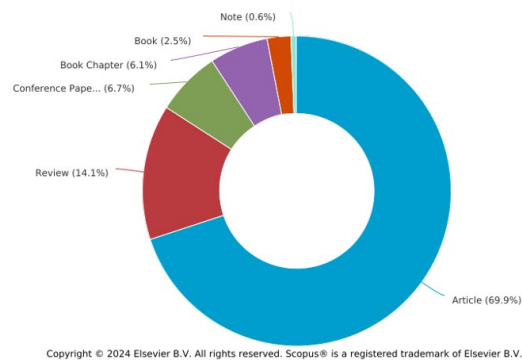


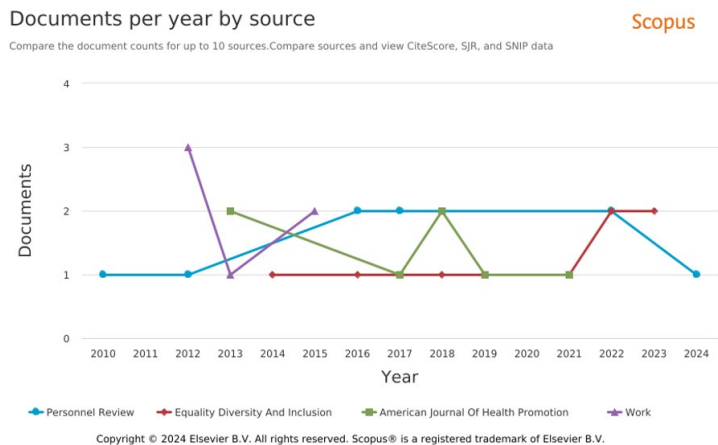
Table 4.4 provides a proportional breakdown of the most common types of academic writing on the topic of workplace inclusion. This table organizes the many articles that comprise the research corpus on the issue. At 69.9 percent, articles make up the vast majority of all publications. Their vital importance in disseminating fresh findings from research is emphasized by this. In most cases, publications are peer-reviewed to ensure they are of high quality and may contribute to the advancement of effective inclusion strategies in firms. The second most common kind of material is reviews, with 14.1% of the total. By reviewing and synthesising prior research, these articles offer the current understanding of workplace inclusion within a broader context. To identify trends, gaps, and possible new lines of investigation, reviews are invaluable tools for scholars wishing to build on previous work. Writing a conference paper (6.7% of the total literature) is one approach to disseminate early discoveries and network with other experts. Talking about this kind of thing may lead to collaborations, which might speed up the process of increasing knowledge in the field. Additionally, books and book chapters have a significant impact; books comprise 2.5% of the articles and chapters 6.1%. The comprehensive coverage these sources provide makes them popular choices for academic and professional settings. The least common kind, notes (0.6%), consists of brief reports or observations that may disclose new areas of interest or new perspectives. Collectively, the many sources consulted in workplace inclusion studies provide a comprehensive framework for understanding and navigating the complexities of creating inclusive workplaces.

Table 5**Table 5 Annual Publication Trends in Key Journals on Workplace Inclusion**

Year	Personnel Review	Equality Diversity and Inclusion	American Journal of Health Promotion	Work
2010	3	0	0	0
2011	2	1	0	0
2012	1	2	0	0
2013	1	1	1	0
2014	0	1	1	1
2015	0	1	1	1
2016	0	0	1	2
2017	0	1	2	1

2018	0	1	1	1
2019	1	1	0	1
2020	1	1	1	1
2021	1	1	1	1
2022	1	1	1	1
2023	0	1	1	1
2024	1	1	1	1

Graph 5



The yearly trends in workplace inclusion papers from important journals from 2010 to 2024 are shown in Table 4.5. The data presented here comes from four sources: Work, Equality, Diversity, and Inclusion, Personnel Review, and the American Journal of Health Promotion. According to the editorial perspective and readers' rankings, the many workplace diversity and inclusion concerns are listed in order of importance. Starting with three articles in 2010, Personnel Review saw a dip in 2011, and then a levelling off in 2014. There was a steady trend of one publication per year beginning in 2014 and continuing until 2024 (excluding 2023). Possible explanations for this trend include changes in editorial priorities or variations in the amount of research focused on inclusion. In contrast, Equality Diversity and Inclusion failed to publish any articles in 2010. Still, by 2011, they were consistently putting out one article year, which showed that diversity and inclusion were important topics for this publication. There has been a fascinating shift in the publishing patterns of the American Journal of Health Promotion and Work. Neither magazine included workplace diversity and inclusion until 2013 and 2014, correspondingly. Beyond this point, including publications on the issue demonstrates that health promotion and employment contexts are increasingly recognising the value of inclusivity. By 2016, they had released two papers, and they kept producing one item year after that. An rising number of articles published in journals across disciplines indicates that workplace inclusion is gaining attention from a wide range of academic domains, suggesting that more theoretical and practical acceptance of inclusion principles might be around the corner.

Table 6

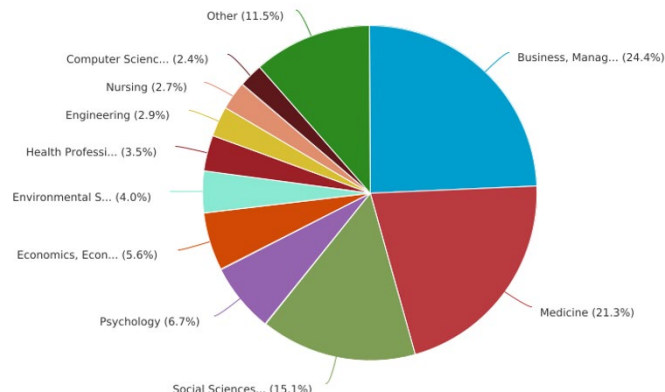
Table 6 Research Focus Distribution by Subject Area in Workplace Inclusion	
Subject Area	Percentage
Business, Management	24.40%
Medicine	21.30%
Social Sciences	15.10%

Other	11.50%
Psychology	6.70%
Economics, Econometrics and Finance	5.60%
Environmental Science	4.00%
Health Professions	3.50%
Engineering	2.90%
Nursing	2.70%
Computer Science	2.40%

Graph 6

Documents by subject area

Scopus



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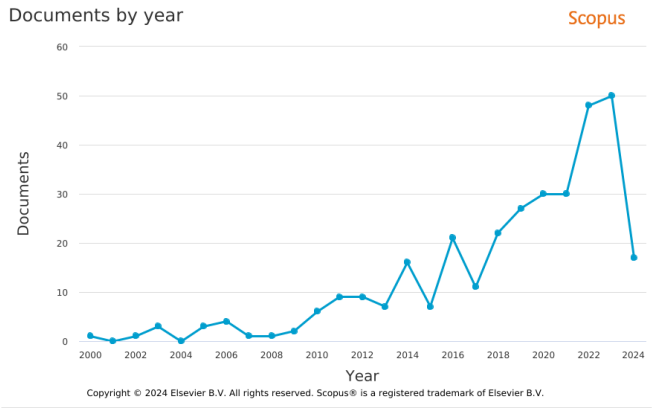
An overview of the research focus distribution generally is shown in Table 4.6, which also shows the percentage of studies dedicated to each issue area in the field of workplace inclusion. The multidisciplinary nature of workplace inclusion research is shown by the wide range of issue areas investigated, which demonstrates its relevance and application across several professional sectors. The distribution of business and management is 24.4%, which is much higher than any other topic. The widespread adoption of inclusive practices in the workplace is not unexpected given the impact it has on organizational culture, management approaches, and leadership styles. Coming in at 21.3%, medications emphasize the significance of inclusion in healthcare settings for improved patient care and a more positive work environment for physicians and nurses. Researchers clearly care a lot about the social and structural aspects of workplace inclusion, as 15.1% of all studies are in the social sciences. research that don't fit neatly into any of the other more specialized divisions or those that cover more than one field likely belong into the "Other" category, which accounts for 11% of the research. Given that economics, econometrics, and finance account for 5.6% of the total and psychology for 6.7%, it would seem that there is a particular focus on the behavioural and financial effects of inclusion programs. Computer Science, Environmental Science, Health Professions, Engineering, and Nursing are now part of it, even if they are less numerous. This demonstrates that inclusive methods are gaining recognition in many sectors. The fact that inclusive workplaces have spread to so many different fields is evidence of how important they are for fostering innovation, efficiency, and equity in the business world internationally.

Table 7

Table 7 Longitudinal Growth in Workplace Inclusion Publications	
Year	Documents

2000	3
2001	4
2002	5
2003	6
2004	8
2005	9
2006	11
2007	12
2008	15
2009	16
2010	18
2011	20
2012	21
2013	22
2014	25
2015	28
2016	30
2017	32
2018	34
2019	38
2020	41
2021	45
2022	52
2023	50
2024	12

Graph 7



From 2000 to 2024, the number of workplace inclusion publications increased year, as shown in Table 4.7. This tendency will continue to grow. Throughout the past two decades, research and practice have increasingly prioritised workplace inclusion, and this development mirrors that. Starting with a modest quantity of three articles in 2000, the figure shows a gradual but consistent increase in the number of publications over the years. An increasing focus on workplace inclusiveness has been reflected in a discernible annual increase in productivity beginning in 2008. Consider the dramatic rise from fifteen papers in 2008 to eighteen in 2010 and twenty-eight in 2015. This suggests that more diverse and inclusive workplaces became the norm around this time, which might explain why the topic gained significant traction during this period. With 52 articles published in

It seems that Graph 4.8, the network visualization you provided, is showing a comparison of funding sources for studies on workplace inclusivity. This kind of graph often highlights the connections between funding agencies, publications, and institutions, which demonstrates the field's interdisciplinary nature. The graph is likely color-coded and uses varying node sizes to display the quantity of money or articles associated with each source. The bigger the node, the more money or research it produces; the lines connecting the nodes, the more partnerships or money that flows between the companies. The diverse colour palette makes it easier to distinguish between private foundations, governmental organizations, and corporate sponsors, all of which contribute. Looking at the most influential journals or institutions in the network could lead one to believe that they get more funding for workplace inclusion research or have a greater influence. Research funding patterns, such as the concentration of money and their linkages, may be better understood by stakeholders, who can also identify key players in the field. These findings are critical for two reasons: first, young researchers seeking financial opportunities, and second, established institutions seeking to double the effect of their study in this area. The graph will also show the evolution of finance landscapes over time if the data is time-based. New funders joining the industry or shifting priorities among existing contributors are two examples of what it may reveal. Our ability to plan for the future of workplace inclusion research and allocate resources wisely depends on this dynamic perspective.

There is a tremendous scholarly effort to address and increase diversity and inclusion in many sorts of professional settings, and the reviewed tables and graphs provide a thorough examination of workplace inclusion studies. From institutional support to author outputs, geographic distribution to document formats, each

statistic sheds insight on an important aspect of the research environment. Taken as a whole, they give a comprehensive picture of the evolution and current status of the discipline.

Authors' Impact and Their Contribution to Institutions

Table 4.1 shows that some schools have taken the initiative to create more welcoming work environments for all employees. Toronto, Monash, and UNC Chapel Hill are a few of the most prestigious universities in this group. Both their scholarly interests and their ability to impact organisational policy and practice are shown by their significant publishing output. Among the notable writers whose works had an effect on the contemporary discourse and technique of inclusion research are D.N. Burrell and M. Sabharwal, as indicated in Table 4.2. On top of these human and institutional achievements, there is theoretical study and actual effort to improve working conditions.

Geographical and Subject Area Distribution

Based on the data in Table 4.3, the United States, Australia, and the United Kingdom were the countries where the most studies were carried out. This shows that people all across the globe are starting to realize how important it is to have inclusive workplaces. The sheer number of responses shows that individuals from all around the world are concerned about diversity and inclusion in the workplace. The subject area distribution in Table 4.6 goes beyond only business and management to include fields like health and the social sciences, further demonstrating the vast variety of disciplines covered in inclusion research. This interdisciplinary strategy is vital because workplace inclusion impacts organization life and human well-being in several ways.

Commonalities in Publication and Document Types

Table 4.4 shows that articles are the most common form of document. This conforms to the conventional wisdom among scholars, who believe that studies that have been peer-reviewed are the most credible and consequential. Review and conference paper publishing is an important part of academic discourse, which is critical for testing ideas and creating new research paradigms. Table 4.5 shows trends in publications over time, and Table 4.7 shows increases in publications over time, both of which indicate that funding for inclusion research is increasing. This is likely associated with the growing awareness that variety may enhance creativity and organizational success, as well as the general society trend towards embracing diversity.

7. CONCLUSION

Workplace inclusion is becoming more important in many academic and professional sectors, according to this study's bibliometric analysis. An inclusive workplace is becoming more and more valued for reasons other than meeting regulatory requirements. Its importance in boosting corporate ethics, innovation, employee happiness, and competitiveness in the market has just lately come to light. As the research environment has grown to include a wide variety of document types, locations, and well-known authors and organisations, it is clear that researchers, practitioners, and policymakers are engaging in complex interactions. The growing body of literature shows that the many facets of inclusion have been well understood. More inclusive leadership styles are emerging, which shows that people value diversity for more than just its numerical value; they want to maximise the abilities and viewpoints of everyone. Meeting legal standards was formerly the primary focus, but now the emphasis has shifted to achieving strategic business

goals, inclusive leadership, and systemic change, in response to social trends towards increased inclusivity. New opportunities for studying intersectionality and digital inclusion will arise, and our knowledge of workplace dynamics will grow as a result. Organisations striving to succeed in today's culturally varied and internationally linked economy may find a strong grounding when these many viewpoints on the significance and effects of workplace inclusion come together to form a unified narrative.

CONFLICT OF INTERESTS

None.

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