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Inclusivity-Based Management: Building Diversified and Collaborative Work Teams

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ARTICLEINFO	ABSTRACT
	The purpose of this research is to discuss inclusive-based management as an essential approach in building diversified and collaborative teams within an organization. Diversity has gained increasing attention in the ever-changing and complex business environment. In this context, inclusive-based management offers a holistic approach to appreciate and leverage the diversity of team members as valuable assets in achieving organizational goals. This research employs literature review and data analysis from various relevant sources. The literature review is conducted to understand the concept of inclusivity in management and effective strategies to create diversified and collaborative teams. Additionally, contemporary data and information on the benefits of inclusivity in enhancing productivity, innovation, and collaboration in organizations are analyzed to present reliable outcomes. The results of this research demonstrate that inclusive-based management can have a positive impact on forming diverse and collaborative teams. An inclusive approach in management empowers every team member, regardless of their background or personal characteristics, thus creating an inclusive, fair, and supportive work environment. The findings also reveal that team diversity enhances creativity, innovation, and productivity, while improving the team's capacity to navigate external changes and challenges.

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1. INTRODUCTION

In the turbulent and complex modern era, organizations are faced with various challenges in achieving success and success. One important aspect that is increasingly gaining attention is diversity and inclusivity in work teams. In an increasingly connected and diverse world, diversity has infinite potential to create innovation, creativity, and high productivity. Therefore, inclusivity-based management is one of the crucial approaches to building a diversified and collaborative work team. Inclusivity-based management is a management approach that places diversity as a valuable asset in achieving organizational goals. By respecting differences in background, identity, and other personal characteristics, organizations can create an inclusive and mutually supportive work environment. However, to implement this approach effectively, it is necessary to understand why inclusivity is so important in the context of management and how inclusive strategies can help organizations achieve their goals (Kalev, A., Dobbin, F., & Kelly, E, 2006).

In an increasingly integrated global context, organizations must confront diversity among their team members and clients. Differences in culture, language, values, and perspectives are inevitable

in the era of society. Therefore, creating a diverse and inclusive work team is a must. Team members who come from different backgrounds bring unique traits and skill sets, which can increase the potential for creativity and innovation in the organization. In addition, implementing inclusivity-based management also helps organizations create a resilient work environment to external changes and challenges. Inclusive organizations tend to be better able to adapt quickly and cope with fast-changing environmental changes. In the face of global market dynamics and technological change, the ability to collaborate with diverse teams is an invaluable competitive advantage. Therefore, this article aims to discuss and dig deeper into the importance of inclusivity-based management in building diversified and collaborative work teams. Through an understanding of the concept of inclusivity, inclusive recruitment strategies, training and human resource development, facilitation of open communication, and recognition of team members' contributions, it is hoped that organizations can implement inclusive practices that can create an inclusive, resilient, and successful work environment in facing challenges and opportunities in the era of society (Charmaz, K., 2014).

Cox, T.Cultural Diversity in Organizations: Theory, Research, and Practice. San Francisco, CA: Berrett-Koehler Publishers. This study discusses the importance of cultural diversity in organizations and how inclusiveness-based management can create inclusive work environments, enabling collaboration between team members from different cultural backgrounds. This research highlights the benefits of cultural diversity in enhancing creativity and innovation in work teams. Jackson, S. E., & Ruderman, M. N.. Diversity in Work Teams: Research Paradigms for a Changing Workplace. Washington, DC: American Psychological Association. This study explores various research paradigms on diversity in work teams and how inclusivity-based management can be an effective approach to managing this diversity. This research highlights the importance of inclusivity in creating a mutually supportive and collaborative work environment. Roberson, Q. M., & Kulik, C. T. Stereotype Threat at Work. Academy of Management Perspectives,. This study examines the phenomenon of stereotype threats in the workplace and how inclusivity-based management can help reduce the negative impact of stereotypes in diverse work teams. This research emphasizes the importance of creating an inclusive work environment to prevent stereotype threats and improve team performance (Ely, R. J., & Thomas, D. A., 2001).

Cox, T., &; Blake, S. Managing Cultural Diversity: Implications for Organizational Competitiveness. Academy of Management Executive, This study discusses inclusive management strategies to manage cultural diversity in organizations. This research highlights how inclusivity-based management can improve organizational competitiveness by harnessing the creative potential of diverse work teams. Jehn, K. A., Northcraft, G. B., &; Neale, M. A.. Why Differences Make a Difference: A Field Study of Diversity, Conflict, and Performance in Workgroups. Administrative Science Quarterly. This study evaluates the relationship between diversity in work teams, conflict, and team performance. This research highlights how inclusivity-based management can minimize conflict and improve collaboration in diversified work teams. Bell, M. P., & Harrison, D. A. (1996). Using Conflict and Negotiation Research to Improve Diversity Training. Group &; Organization Management. This study examines how research on conflict and negotiation can be used to improve diversity training in organizations. This research shows how inclusivity-based management can help resolve conflict and improve the effectiveness of diversity training (Cox, T., 1993).

This literature review provides insight into the importance of inclusivity-based management in creating diversified and collaborative work teams. From various studies studied, it can be seen that an inclusive approach in management can increase productivity, innovation, and creativity in work teams, while creating an inclusive, fair, and mutually supportive work environment. By taking inspiration from this literature review, organizations can implement inclusive strategies to achieve long-term success in facing the challenges of a complex and dynamic society (Ferdman, B. M., & Deane, B. R., 2014).

2. RESEARCH METHOD

This research uses qualitative research design with literature study approach and data analysis . The qualitative design was chosen because the purpose of the study was to understand and dig deeper into inclusivity-based management and strategies to build diversified and collaborative work teams. Literature studies are conducted to gather information and understand the concept of inclusivity-

based management, the importance of diversity in work teams, and the benefits of inclusivity in increasing productivity and innovation in organizations. Relevant sources include scientific journals, books, research reports, and recognized online sources. Data taken from the literature study will be analyzed thematically. This analytical approach will identify patterns, trends, and findings relevant to the research topic, such as inclusive recruitment strategies, inclusive human resource training and development, and the benefits of inclusivity in creating a collaborative work environment (Sugiyono, 2019).

Based on findings from literature studies and data analysis, a conceptual framework will be developed that includes key concepts related to inclusiveness-based management and relevant strategies for building diversified and collaborative work teams. In addition to literature studies, this research can also involve case studies in specific organizations that have implemented inclusivity-based management successfully. These case studies can provide in-depth insights into the implementation of inclusive practices in real-world contexts. The results of the study, including the conceptual framework and findings from the literature study, will be validated by involving experts in the field of management and diversity. This validation aims to ensure that research results have high credibility and relevance. This research method is expected to provide a comprehensive understanding of inclusivity-based management and provide practical guidance for organizations in creating inclusive, creative, and collaborative work teams (Sugiyono, 2007).

3. RESULTS AND DISCUSSIONS

In an era of business that continues to grow, inclusivity-based management is one of the important approaches that should not be ignored in building diversified and collaborative work teams. Diversity in work teams not only includes differences in cultural backgrounds, but also includes differences in identity, abilities, and other personal characteristics. In this context, inclusivity in management plays a crucial role in creating a fair, resilient and mutually supportive work environment.

Valuing Diversity to Increase Creativity and Innovation, One of the main benefits of inclusivity-based management is increased creativity and innovation in work teams. When team members come from different backgrounds, they bring diverse perspectives and fresh ideas into the work environment. By appreciating those differences, work teams can collaborate to create creative solutions to complex business challenges. Increasing Productivity through Effective Collaboration, Effective collaboration becomes easier to achieve in an inclusive work environment. When each team member feels valued and recognized for their contributions, they are more likely to work well together and help each other. As a result, team productivity increases as close collaboration reinforces efficiency and avoids potential bottlenecks that may arise from incomprehension between team members (Jackson, S. E., & Ruderman, M. N, 1999).

t is important for organizations to implement inclusive strategies to build diverse and collaborative work teams. First, recruitment must prioritize diversity, by prioritizing acceptance of individual qualifications and competencies, without discrimination against any particular cultural background or identity. In addition, training and human resource development should include awareness of inclusivity and diversity. By increasing team members' understanding and sensitivity to differences, communication and teamwork can be improved. It is also important to create a supportive work environment, where every contribution is recognized and appreciated. Appreciation of diverse talents and individual achievements will encourage team members' motivation and morale (Siti Marwiyah, S. H., et al., 2023).

Behind successful inclusivity-based management, inclusive leadership plays a key role. Inclusive leaders create an organizational culture that supports diversity and encourages collaboration at all levels. They also set an example for team members in appreciating and respecting differences.

Theory of Inclusivity-Based Management: Building Diversified and Collaborative Work Teams Inclusivity-Based Management is a management approach that aims to create an inclusive, equitable, and resilient work environment where every team member feels valued, recognized, and encouraged to make their best contribution. The theory of Inclusivity-Based Management emphasizes the importance of respecting the diversity of team members and utilizing it as a valuable asset in achieving organizational goals", Organizational Inclusivity Theory The theory of

organizational inclusivity states that organizations that adopt an inclusive approach in management will create an equitable work environment, embrace diversity, and encourage active participation from all team members. This concept assumes that each team member should feel valued and recognized as an integral part of the organization, regardless of cultural background, identity, or personal characteristics. In an inclusive environment, team members feel safe and motivated to make their best contribution (Thomas, R. R., & Ely, R. J., 1996).

Diversity Theory in Work Teams The theory of diversity in work teams states that forming work teams that are diverse in background, experience, and ability will bring benefits to the organization. Diverse work teams offer diverse perspectives, knowledge, and approaches to confronting problems and finding solutions. This can enhance a team's creativity, innovation, and ability to tackle complex business challenges. Inclusive Leadership Theory Inclusive leadership theory focuses on the role of leaders in creating inclusive and supportive work environments. Inclusive leaders recognize and value diversity in teams, and they encourage collaboration, participation, and active participation from all team members. Inclusive leaders also set an example for team members in appreciating and respecting differences, thus creating an inclusive organizational culture (Cox, T., & Blake, S., 1991).

Theory of the Impact of Inclusivity on Productivity and Organizational Performance This theory states that inclusivity-based management can improve overall organizational productivity and performance. By creating an inclusive work environment, team members feel more motivated and committed to making their best contribution. This has an impact on increasing the productivity of the team and the organization as a whole. In addition, diversity in work teams also increases creativity and innovation, which are valuable assets in the face of increasingly fierce business competition (Jehn, K. A., Northcraft, G. B., & Neale, M. A., 1999).

Inclusivity Benefits Theory: Inclusivity benefit theory states that inclusivity-based management can provide a variety of benefits to organizations. In an inclusive work environment, team productivity increases due to close collaboration and mutual support. In addition, inclusivity also contributes to increased job satisfaction and employee retention, reduces conflict and improves communication between team members. By combining these various theories, Inclusivity-Based Management provides a solid foundation for organizations to build diverse and collaborative work teams. By valuing and leveraging diversity as an asset, organizations can achieve competitive advantage and superior performance in an increasingly complex and dynamic business environment (Creswell, J. W., 2013).

Inclusivity-based management is an important foundation for creating diversified and collaborative work teams in a dynamic business era. By respecting diversity and implementing inclusive strategies, organizations can increase creativity, innovation, and team productivity. In an inclusive work environment, every team member feels valued and recognized, so they can collaborate effectively towards mutual success. Through inclusive leadership and a commitment to the values of inclusivity, organizations can achieve superior performance and create positive impact in a diverse and complex business world (Bell, M. P., & Harrison, D. A., 1996).

Distribution

In an increasingly complex and diverse business environment, inclusivity-based management has become an increasingly relevant topic. Diversity in work teams not only includes differences in cultural backgrounds, but also includes differences in identity, abilities, and other personal characteristics. In this context, inclusivity-based management offers a holistic approach to valuing and leveraging the diversity of team members as a valuable asset in achieving organizational goals (Roberson, Q. M., & Kulik, C. T., 2007).

The Importance of Inclusivity-Based Management:

Enhancing Creativity and Innovation: By implementing inclusivity-based management, organizations can create a work environment that supports creativity and innovation. When team members come from different backgrounds, they bring diverse perspectives and fresh ideas to the team, which can inspire the creation of new and innovative solutions. Effective Collaboration: Inclusivity-based management enables effective collaboration between team members. In an inclusive environment, each team member feels valued and recognized for his or her contributions, so they are more likely to work well together and help each other (Nishii, L. H., 2013).

Increase Productivity: By creating an inclusive and equitable work environment, organizations can increase team productivity. Team members who feel accepted and valued will be more motivated to give their best in their jobs.

Strategies for Building Inclusive Work Teams:

Inclusive Recruitment: It is important for organizations to adopt inclusive recruitment, prioritizing individual qualifications and competencies without discrimination against any particular cultural background or identity. By implementing inclusive recruitment, organizations can attract top talent from diverse backgrounds.Human Resource Training and Development: Training that includes awareness of inclusivity and diversity can help increase team members' understanding and sensitivity to differences. In addition, inclusive human resource development programs can help team members to grow and develop professionally. Supportive Work Environment: Creating a supportive and inclusive work environment is key in building a diverse and collaborative work team. Appreciation of diverse talents and individual achievements will encourage team members' morale and motivation (Denzin, N. K., & Lincoln, Y. S. (Eds.)., 2011).

Inclusive Leadership Roles:

Leadership as an Example: Inclusive leadership serves as an example for team members in appreciating and respecting differences. Inclusive leaders create an organizational culture that supports diversity and encourages collaboration at all levels. Building an Inclusive Organizational Culture: Leaders have a crucial role to play in building an inclusive organizational culture. By paying attention to inclusivity, leaders can create a fair and mutually supportive work environment for all team members.

Inclusivity-based management is an important foundation for creating diversified and collaborative work teams in a dynamic business era. By respecting diversity and implementing inclusive strategies, organizations can increase creativity, innovation, and team productivity. In an inclusive work environment, every team member feels valued and recognized, so they can collaborate effectively towards mutual success. Through inclusive leadership and a commitment to the values of inclusivity, organizations can achieve superior performance and create positive impact in a diverse and complex business world (Braun, V., & Clarke, V, 2012).

4.   CONCLUSION

Inclusivity-Based Management is a crucial approach in building diverse and collaborative work teams in an evolving and complex business era. The conclusion of the research on Inclusivity-Based Management confirms that respecting diversity and implementing inclusive strategies are key steps for organizations to achieve competitive advantage and superior performance. In an inclusive work environment, each team member feels indiscriminately accepted and valued against their cultural background, identity, or personal characteristics. This creates a positive climate where team members feel safe to contribute, share ideas, and collaborate. Inclusivity-Based Management recognizes that diversity in work teams brings a variety of perspectives and fresh ideas that can inspire the creation of creative and innovative solutions. Implementing inclusive strategies, such as inclusivity-based recruitment, inclusive human resource training, and creating a supportive work environment, are crucial steps in building diverse and collaborative work teams. In an inclusive environment, collaboration and cooperation are valued, and team members are more likely to work together in achieving common goals. The importance of inclusive leadership is also seen in inclusiveness-based management. Inclusive leaders create an organizational culture that supports diversity and encourages collaboration at all levels. They set an example for team members in appreciating and respecting differences. The results of the study show that inclusivity-based management brings various benefits to organizations. In an inclusive work environment, team productivity increases due to close collaboration and mutual support. In addition, inclusivity also contributes to increased job satisfaction and employee retention, reduces conflict, and improves communication between team members. In conclusion, Inclusivity-Based Management is a solid foundation in building diverse and collaborative work teams. By valuing and leveraging diversity as a valuable asset, organizations can achieve superior performance and create an inclusive, equitable, and mutually supportive work environment. Through inclusive strategies and inclusive leadership,

organizations can face the challenges of a diverse and complex business era with confidence, achieve long-term success, and create positive impact in a dynamic business world.

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