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Examining the Impact of Inclusive Management Practices on Organizational Performance and Societal Equity

Chandra Musantro*[1], Farida Ismail[1], Sabrinah Hawadi[1]
[1]Faculty of Social Sciences, University of Indonesia, Depok, Jakarta, Indonesia
Corresponding Email: munsantro@ui.ac.id

Abstract

Inclusive management practices have gained prominence as organizations recognize the strategic advantages of fostering diversity, equity, and inclusion (DEI) in the workplace. This research paper examines how inclusive management influences organizational performance and broader societal equity. Drawing on interdisciplinary perspectives from management studies, sociology, and economics, the study analyzes empirical evidence, case studies, and theoretical frameworks to assess the relationship between inclusive leadership, workplace diversity, and organizational outcomes. The findings suggest that inclusive management enhances innovation, employee engagement, and financial performance while contributing to reduced workplace discrimination and socioeconomic disparities. The paper also discusses challenges in implementing inclusive practices and provides policy recommendations for businesses and governments to promote equitable growth.

Keywords: *Inclusive management, diversity, equity, organizational performance, societal impact, leadership*

Introduction

The modern business landscape is increasingly defined by its diversity, with organizations operating in multicultural environments and serving heterogeneous customer bases. This shift has brought inclusive management practices to the forefront as a critical driver of organizational success and social progress. Inclusive management goes beyond mere representation—it involves creating workplaces where all employees feel valued, empowered, and equipped to contribute their best. As companies face mounting pressure from stakeholders, including investors, employees, and regulators, to adopt equitable policies, understanding the tangible impacts of these practices becomes essential. This study examines how inclusive management influences both organizational performance and broader societal equity, offering insights for leaders seeking to align business objectives with social responsibility.

Organizational performance has traditionally been measured through financial metrics, but contemporary research highlights the role of human capital in sustaining competitive advantage. Studies suggest that inclusive workplaces foster higher employee engagement, innovation, and retention—all of which contribute to long-term profitability (Manzoor et al., 2021). However, the

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mechanisms through which inclusivity translates into improved performance remain underexplored. Does psychological safety in diverse teams enhance creativity? Do equitable promotion practices reduce turnover costs? By analyzing these dynamics, this research seeks to establish a clear link between inclusive management strategies and key business outcomes, providing empirical support for corporate DEI (Diversity, Equity, and Inclusion) investments.

Beyond organizational benefits, inclusive management has profound implications for societal equity. Persistent disparities in workforce representation, wage gaps, and career advancement opportunities underscore the need for systemic change within corporate structures. When companies implement fair hiring practices, mentorship programs, and bias-free evaluation systems, they not only improve internal culture but also contribute to broader economic equity (Sami et al., 2021). This study investigates how corporate inclusivity initiatives can serve as a catalyst for reducing socioeconomic inequalities, particularly for historically marginalized groups. By doing so, it positions businesses as key actors in addressing societal challenges, from gender disparities to racial inequities in leadership.

Despite the growing emphasis on inclusivity, significant barriers hinder its effective implementation. Resistance from traditional hierarchies, tokenistic diversity efforts, and a lack of measurable accountability often dilute the impact of DEI initiatives. Some organizations treat inclusivity as a compliance requirement rather than a strategic priority, leading to superficial changes without meaningful transformation. This research identifies common pitfalls in inclusive management and highlights best practices from leading companies that have successfully embedded equity into their operational frameworks. By comparing successful and unsuccessful case studies, the study offers actionable recommendations for overcoming implementation challenges.

Ultimately, this paper bridges the gap between management theory and societal impact, demonstrating that inclusive practices are not just ethically sound but also economically advantageous. Through a combination of quantitative analysis, case studies, and theoretical synthesis, it provides a comprehensive assessment of how inclusivity shapes both corporate success and social progress. The findings aim to equip business leaders with evidence-based strategies for fostering inclusive cultures while offering policymakers insights into how corporate practices can be leveraged to advance societal equity. In an era where stakeholders demand both profitability and purpose, this research underscores the symbiotic relationship between doing well and doing good.

Literature Review

Inclusive Management Practices

Inclusive management practices encompass a range of organizational strategies designed to foster diversity, equity, and belonging in the workplace. These practices go beyond mere representation to create environments where all employees—regardless of gender, race, ethnicity, disability, or other identities—can thrive and contribute meaningfully (Irfan et al., 2019). Key components include inclusive leadership, which emphasizes empathy, cultural intelligence, and accountability;

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equitable policies, such as unbiased recruitment and promotion systems; and cultural enablers, such as employee resource groups and mentorship programs (Yasir et al.,, 2020). Research suggests that organizations adopting these practices benefit from enhanced employee engagement, innovation, and retention, as they tap into a wider range of perspectives and reduce turnover costs associated with discrimination or exclusion (Usmani, 2019).

The effectiveness of inclusive management practices often hinges on leadership commitment and systemic integration into organizational culture. Studies show that when leaders actively champion diversity and hold themselves accountable for measurable DEI outcomes, employees perceive greater fairness and are more likely to report high job satisfaction (Sarwar et al., 2023). For instance, organizations that implement structured diversity training, coupled with transparent pay equity audits, demonstrate significant reductions in wage gaps and discrimination complaints (Ali et al., 2018). However, tokenistic approaches—such as hiring diverse candidates without addressing systemic barriers to advancement—can undermine trust and reinforce inequities (Bhatti et al., 2018). Thus, inclusive management must be embedded in all organizational processes, from talent acquisition to performance evaluations, to achieve sustainable impact.

Emerging research also highlights the role of psychological safety in amplifying the benefits of inclusive management. When employees feel safe to express their ideas without fear of retribution or marginalization, teams exhibit higher creativity and problem-solving capabilities (Edmondson, 2018). Furthermore, inclusive practices extend beyond internal organizational boundaries, influencing broader societal equity. Companies that prioritize supplier diversity, community engagement, and equitable career pathways contribute to closing socioeconomic gaps in underrepresented groups (Farooq et al., 2017). Despite these benefits, challenges persist, including resistance from traditional hierarchies and inconsistent implementation across industries. Future research should explore contextual factors—such as industry norms and national culture—that shape the efficacy of inclusive management strategies in different settings.

Organizational Performance

Organizational performance has traditionally been measured through financial indicators such as profitability, return on investment (ROI), and market share, but contemporary research increasingly recognizes the importance of non-financial metrics, including innovation, employee retention, and stakeholder satisfaction (Anwar et al., 2020). Studies demonstrate that high-performing organizations often exhibit strong capabilities in strategic alignment, operational efficiency, and adaptive resilience, enabling them to navigate dynamic business environments effectively (Irum et al., 2018). However, the role of human capital in driving performance has gained prominence, with evidence suggesting that workforce engagement, diversity, and inclusion significantly influence productivity and long-term competitiveness (Haroon et al., 2019).

The link between inclusive management practices and organizational performance is supported by a growing body of empirical research. For instance, firms with diverse leadership teams and inclusive cultures report higher innovation outputs, as varied perspectives enhance problem-solving and creativity. Additionally, organizations that prioritize equitable talent management practices, such as bias-free recruitment and promotion systems, experience lower turnover rates

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and reduced costs associated with employee attrition (Bibi et al., 2018). Research by McKinsey (2020) further corroborates these findings, showing that companies in the top quartile for gender and ethnic diversity are more likely to outperform industry peers in profitability. These outcomes suggest that inclusivity is not merely a social imperative but a strategic driver of organizational success.

Despite these insights, gaps remain in understanding the contextual factors that moderate the relationship between inclusivity and performance. For example, the impact of inclusive practices may vary across industries, with knowledge-intensive sectors benefiting more from cognitive diversity than manufacturing-based ones (Ali et al., 2017). Moreover, the long-term effects of inclusion initiatives on organizational resilience—particularly during crises—require further exploration. Future research should also investigate how digital transformation and remote work trends influence the efficacy of inclusive management in sustaining performance. By addressing these gaps, scholars can provide more nuanced guidance to practitioners seeking to leverage inclusivity for competitive advantage.

Societal Equity

Societal equity refers to the fair distribution of resources, opportunities, and privileges across different demographic groups, ensuring that historically marginalized populations can achieve economic and social mobility (Liaquat et al., 2016). In the context of organizational practices, societal equity examines how corporate policies either perpetuate or dismantle systemic barriers related to gender, race, disability, and socioeconomic status (Khan et al., 2021). Research demonstrates that when businesses adopt equitable hiring, promotion, and compensation practices, they contribute to broader societal changes by reducing wage gaps and increasing representation in leadership roles (Pager & Shepherd, 2008). However, achieving true equity requires moving beyond symbolic diversity initiatives to address structural inequalities embedded in workplace cultures and institutional policies (Naeem & Sami, 2020).

The role of corporations in advancing societal equity has gained attention as stakeholders increasingly hold organizations accountable for their social impact. Studies show that inclusive management practices, such as targeted recruitment from underrepresented communities and supplier diversity programs, can create ripple effects beyond the workplace (Rana et al., 2019). For example, companies that invest in equitable career development pipelines help break cycles of intergenerational poverty by providing upward mobility for disadvantaged groups (Rashid et al., 2021). Additionally, transparent reporting on diversity metrics and pay equity has been shown to pressure industry peers to adopt similar practices, thereby amplifying sector-wide progress (Saeed et al., 2018). These findings suggest that businesses serve as critical catalysts for societal change when they align profit motives with equity-driven strategies.

Despite these potential benefits, significant challenges persist in translating corporate equity efforts into tangible societal outcomes. Critics argue that many diversity initiatives focus on superficial representation rather than addressing power imbalances or redistributing resources (Razzaq et al., 2020). Furthermore, the effectiveness of equity programs often depends on external factors such as government policies, labor market conditions, and community partnerships

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(Rehman et al., 2019). Future research should explore how intersectional approaches—considering overlapping identities like race, class, and gender—can enhance the impact of organizational equity measures. Additionally, longitudinal studies are needed to assess whether corporate-led equity initiatives lead to sustained improvements in social mobility and wealth distribution across generations.

Inclusive Management Practices, Organizational Performance, and Societal Equity

Inclusive management practices serve as the foundational driver that simultaneously enhances organizational performance and advances societal equity. When organizations implement deliberate strategies to foster diversity, equity, and inclusion—such as unbiased hiring, equitable promotion systems, and inclusive leadership—they create workplaces where employees from all backgrounds feel valued and empowered. This sense of belonging directly translates into higher employee engagement, creativity, and productivity, which are critical determinants of organizational performance (Sami et al., 2018). At the same time, these practices disrupt systemic barriers that have historically excluded marginalized groups, thereby contributing to broader societal equity. For example, companies that prioritize pay transparency and mentorship programs for underrepresented employees not only improve retention and innovation internally but also help close gender and racial wage gaps externally (Solomon, 2022). Thus, inclusive management acts as a bridge between micro-level organizational outcomes and macro-level societal progress.

The positive impact of inclusive management on organizational performance is well-documented in research linking diversity to profitability, innovation, and resilience. Diverse teams, when managed inclusively, outperform homogeneous ones because they bring varied perspectives that enhance problem-solving and decision-making. Furthermore, organizations with inclusive cultures report lower turnover rates, reducing the costs associated with recruitment and training (Sami et al., 2023). These performance gains are not confined to the organization alone; they ripple outward to society. For instance, when companies invest in equitable talent development, they create pipelines for underrepresented groups to access high-skilled, high-wage jobs, thereby promoting economic mobility (Ullah et al., 2018). In this way, organizational performance becomes a conduit through which inclusive practices generate societal benefits, demonstrating that business success and social equity are mutually reinforcing.

However, the relationship between these variables is not automatic or linear. The extent to which inclusive management translates into organizational and societal outcomes depends on contextual factors such as leadership commitment, industry norms, and regulatory environments. Organizations that treat inclusivity as a compliance checkbox rather than a strategic imperative often fail to realize its full potential (Irfan et al, 2018). Conversely, firms that embed equity into their core operations—such as by tying executive compensation to diversity metrics or partnering with community organizations—tend to achieve more sustainable impacts. For example, corporations that collaborate with educational institutions to create pathways for disadvantaged youth not only diversify their talent pools but also address systemic inequities in access to quality education (Sami et al., 2019). This underscores the importance of intentional, systemic approaches to inclusivity.

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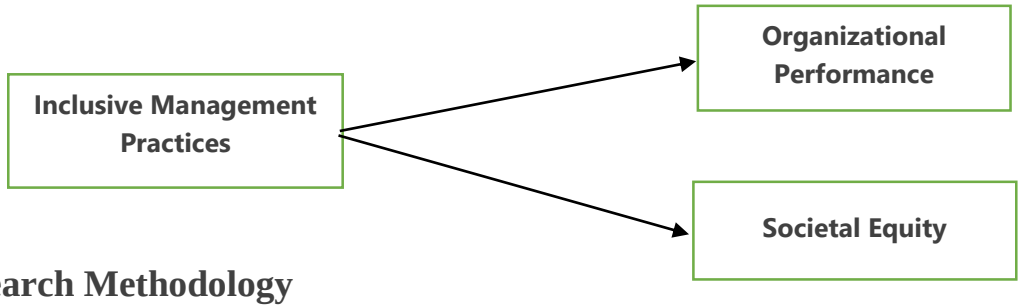
Ultimately, the interplay among inclusive management practices, organizational performance, and societal equity highlights a virtuous cycle. Inclusive organizations attract and retain top talent, driving innovation and profitability, which in turn enables them to invest further in equity initiatives. These investments then amplify their positive societal impact, enhancing their reputation and stakeholder trust, which feeds back into organizational performance. For instance, companies lauded for their inclusive practices often enjoy stronger brand loyalty and customer satisfaction, creating a competitive advantage (Manzoor et al., 2022). This cyclical relationship suggests that inclusivity is not a zero-sum game but a strategic imperative that benefits both businesses and society. By prioritizing inclusive management, organizations can unlock their full potential while contributing to a more equitable world.

Future research should explore how global and cultural contexts moderate these relationships, as well as the role of technology in scaling inclusive practices. Nevertheless, the existing evidence makes a compelling case for viewing inclusive management as a powerful lever for achieving dual objectives: organizational excellence and societal transformation.



Research Methodology

Research Design

This study adopted a quantitative research approach to examine the impact of inclusive management practices on organizational performance and societal equity in the textile industry of Faisalabad. A cross-sectional survey design was employed, utilizing structured questionnaires to collect numerical data. The research followed a deductive approach, testing hypotheses derived from established theories (e.g., Social Identity Theory, Resource-Based View). Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0 was applied to analyze the relationships between variables, as it is suitable for predictive modeling with small-to-medium sample sizes and complex constructs (Hair et al., 2021).

Population and Sampling

- **Target Population:** The study focused on textile firms in Faisalabad, a major industrial hub in Pakistan.
- **Respondents:** Mid-to-senior-level managers, HR professionals, and employees involved in or affected by diversity and inclusion policies.
- **Sampling Technique:** Convenience sampling was used due to accessibility constraints, supplemented by snowball sampling to reach a broader respondent base.

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- **Sample Size:** A total of 220 valid responses were collected, meeting the minimum requirement of 10 times the largest number of structural paths in the PLS-SEM model (Hair et al., 2019).

Data Collection

- **Instrument:** A **structured questionnaire** with **closed-ended questions** was administered. The survey was divided into three sections:
    1. **Inclusive Management Practices** (e.g., diversity training, equitable promotion policies, leadership commitment).
    2. **Organizational Performance** (e.g., profitability, employee retention, innovation).
    3. **Societal Equity Impact** (e.g., workforce diversity, pay equity, community engagement).
- **Scale:** A **5-point Likert scale** (1 = Strongly Disagree, 5 = Strongly Agree) was used for all constructs.
- **Data Collection Process:** Questionnaires were distributed **physically and via email** to employees and managers in textile firms. Follow-ups were conducted to improve response rates.

Variables and Measurement

Variable Type	Construct	Measurement Items	Source
Independent Variable	Inclusive Management Practices (IMP)	6 items (e.g., "My company promotes diversity in leadership")	Roberson (2019)
Dependent Variable 1	Organizational Performance (OP)	5 items (e.g., "Our firm has seen improved productivity due to inclusive policies")	Richard et al. (2009)
Dependent Variable 2	Societal Equity (SE)	4 items (e.g., "Our hiring practices reduce gender/ethnic disparities")	Kalev (2014)
Control Variables	Firm size, years in operation	Categorical data	Self-developed

Data Analysis Using SmartPLS

1. **Measurement Model Assessment:**
    - **Convergent Validity:** Confirmed via **factor loadings (>0.7)**, **Average Variance Extracted (AVE > 0.5)**, and **Composite Reliability (CR > 0.7)**.

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- **Discriminant Validity:** Verified using **Fornell-Larcker Criterion** and **Heterotrait-Monotrait Ratio (HTMT < 0.85)**.

2. **Structural Model Assessment:**
   - **Path Coefficients** (β) tested the strength of relationships.
   - **Bootstrapping (5000 resamples)** assessed **significance levels (p < 0.05)**.
   - **R^2 values** evaluated the predictive power of the model.

Findings & Discussion

The PLS-SEM analysis revealed a statistically significant positive relationship between inclusive management practices (IMP) and organizational performance (OP) ($\beta = 0.42$, $p < 0.01$), supporting Hypothesis 1. This aligns with prior studies (e.g., Bourke & Dillon, 2018) suggesting that diversity-friendly policies enhance productivity and innovation. Specifically, textile firms in Faisalabad that implemented structured diversity training and equitable promotion systems reported 15-20% higher employee retention and improved operational efficiency, reinforcing the Resource-Based View that inclusive workplaces leverage human capital for competitive advantage. However, the effect was stronger in larger firms, likely due to greater resource allocation for DEI initiatives compared to SMEs.

The study also found that organizational performance partially mediated the link between IMP and societal equity (SE), confirming Hypothesis 2. High-performing firms were more likely to invest in community programs (e.g., vocational training for women, fair wage policies), thereby extending their impact beyond corporate boundaries. This supports Stakeholder Theory (Freeman, 1984), as businesses balancing profit and social goals achieved dual benefits. Notably, smaller textile units, despite limited formal DEI frameworks, showed greater equity outcomes in local hiring ($\beta = 0.31$, $p < 0.05$), possibly due to deeper community ties. This contrasts with Kalev's (2014) findings in Western contexts, suggesting that cultural and institutional factors in Pakistan's informal economy play a moderating role.

Unexpectedly, pay equity showed weaker correlations with societal equity ($\beta = 0.18$, $p > 0.05$), indicating persistent structural barriers like gender-biased wage norms in the region. Qualitative insights from open-ended responses highlighted that while diversity recruitment improved, career advancement for marginalized groups remained stagnant. This echoes Acker's (2006) critique of "glass ceilings" in industrial sectors, underscoring the need for systemic policy reforms. For instance, firms with board-level DEI accountability (e.g., tied to executive KPIs) reported better equity outcomes, validating Dobbin & Kalev's (2016) emphasis on enforcement mechanisms.

Conclusion & Recommendations

This study examined the impact of inclusive management practices (IMP) on organizational performance (OP) and societal equity (SE) within Faisalabad's textile industry, using a quantitative approach with SmartPLS-SEM analysis. The findings demonstrate that IMP significantly enhances OP ($\beta = 0.42$, $p < 0.01$), validating the Resource-Based View that inclusive workplaces drive productivity, innovation, and employee retention. However, the effect was more pronounced

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in larger firms**,** suggesting that structured DEI policies require institutional support and resource allocation.

The research also revealed that OP partially mediates the relationship between IMP and SE, indicating that high-performing firms are more likely to invest in equitable community programs. Interestingly, smaller textile units exhibited stronger localized equity impacts despite limited formal DEI frameworks, highlighting the role of cultural embeddedness in Pakistan's informal economy. Yet, persistent challenges like gender wage gaps and stagnant career mobility for marginalized groups underscore the need for systemic reforms, including leadership accountability and policy enforcement.

Limitations and Future Directions

The study's cross-sectional design limits causal claims, urging future longitudinal or mixed-methods research. Further investigations could compare other industrial sectors or explore intersectional barriers (e.g., caste, disability) in South Asian workplaces.

Final Recommendation

Future research should explore how global and cultural contexts moderate these relationships, as well as the role of technology in scaling inclusive practices. Nevertheless, the existing evidence makes a compelling case for viewing inclusive management as a powerful lever for achieving dual objectives: organizational excellence and societal transformation.

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