Chapter 10
Transformational Leadership in a Diverse and Inclusive Organizational Culture

Fatma Ince

https://orcid.org/0000-0002-0628-5858

Mersin University, Turkey

ABSTRACT

The long term and recent effects of globalization and increasing ethnic and gender diversity are turning the attention of leaders to the management of cultural differences in a diverse and inclusive organizational culture. The pressure to change or adapt requires organizations to value diversity in order to increase organizational effectiveness and synergy. Starting from this point of view, this chapter reviews and offers suggestions on how transformational leadership in an inclusive culture can create a commitment, higher performance, and sustainability with diversity management in a public organization. Understanding expectations in different circumstances is crucial to creating passionate employees with a positive attitude for the organization.

INTRODUCTION

The rapid growth in globalization continues to make organizations and society more heterogeneous. The way businesses work and the way people live their business lives are gradually changing and adapting to innovations. The rise of multicultural workplaces and changes in social attitudes in the workforce are reasons why organizations are embracing diversity and inclusion as a core function to achieve better organizational outcomes. According to Ince (2021d) understanding the global solutions for changing local needs is becoming one of the new challenges for all-size organizations. Leadership in a diverse and inclusive culture becomes critical to sustainability as organizations realize that a diverse workplace can better contribute to business processes at different organizational levels. The success of the transformational leader, who directs the change in a diverse culture, depends on creating a common language and understanding (Cox & Blake, 1991).

While diversity management becomes widespread, it is necessary to raise awareness first, then take action and make it sustainable. In this process, employees develop a sense of belonging to the organization, and their willingness to contribute faithfully may depend on the fact that it is an inclusive culture as well as a guiding one. The mere existence of diversity is not enough for in-role and extra-role performance. It is necessary to include this social structure in the creative process with open communication in decision-making and business processes. The contribution of human capital is hidden in the harmony and synergy resulting from diversity.

Consistent progress in small steps by establishing a shared vision is one of the fundamental first steps of cultural change. When a transformational leader persuades followers to change, they build unity and demonstrate that change is worth taking the risk. With the guidance and support of the leader, the motivation increased by small gains supports the progress towards a new cultural structure that is gradually normalized. Thus, the contribution of the diversity, equity, and inclusion (DEI) in the workplace transformation expected from the transformational leader is realized. As with all management processes, promoting an inclusive organizational culture requires the support of senior management regarding diversity management. Monitoring progress with measurable targets and regular training of the employee are also indispensable factors.

Transformational leaders perform this process by using their ability to influence followers, motivational power, and intellectual knowledge. The ability to adapt to change and turn it into an opportunity, which is one of the indispensable elements of competitive advantage for both the public and private sectors, can be provided by effective leadership. From this point of view, in this section, firstly the concepts of diversity, inclusion, and diversity management, then the concepts of transformational leadership in order to create and maintain a strong culture, and finally sustainability are emphasized.

METHODOLOGY

This chapter aims to provide a fundamental theoretical framework for transformational leadership in a diverse and inclusive organizational culture. It is aimed to understand the relations between leadership and organizational culture. Qualitative research methods using secondary data to draw attention to new terms are used in this chapter. For this purpose, more than forty works are used in the literature review. Considering the distribution of these studies, it is seen that there are more than twenty articles, and the rest consists of books and various book chapters. In addition, while selecting these resources, it is aimed to show that the subject has a highly debated importance in today's research world by including current sources and old works that have been mentioned successfully in the field. To ensure the reader's fluency, key terms are included at the end of the chapter, as well as explanations of these terms that the author considers important while processing the chapter. Thus, the readers or other researchers will have the opportunity to see more clearly which concepts are discussed from which point of view while examining the chapter.

DEI IN THE WORKPLACE

The concept of diversity, which is seen as the segment that is underrepresented or marginalized by a large segment of society, includes differences in many areas. Although some of these differences consist

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