

# Chapter 8

## Fostering Inclusive Leadership: Effect on OCB by Mediation of Workplace Well-Being in the Horn of Africa

**Shashi Kant**

 <https://orcid.org/0000-0003-4722-5736>

*Bule Hora University, Ethiopia*

**Tamire Ashuro**

*Bule Hora University, Ethiopia*

### **ABSTRACT**

*This investigation looks at how imperative inclusive leadership is for augmenting well-being of employees at work and encouraging corporate citizenship practices. The investigation demonstrates how leaders that place a high priority on inclusion may foster a positive and stimulating work environment by examining the connection among inclusive leadership practices and employee outcomes. According to the investigation, inclusive leadership not only helps workers feel like they belong, but it also motivates them to take on extracurricular practices that advance the company's purposes. The investigation also manifests how essential it is to honor and augment good corporate citizenship practices in order to further emphasize the advantages of diversity. Employers may foster an inclusive culture that augments employee retention and satisfaction by implementing thorough training programs and feedback systems. By offering a sophisticated understanding of the ways in which inclusive leadership affects place of work dynamics, this investigation adds to the body of current knowledge.*

DOI: 10.4018/979-8-3373-5127-8.ch008

## INTRODUCTION

It is difficult to overestimate the significance of inclusive leadership in the quickly changing global environment of today. Promoting inclusive leadership has become essential to augmenting Organizational Citizenship Behavior (OCB) as businesses purpose in further varied settings (Dugo et al., 2025). The purpose of this chapter is to examine the complicated association that exists among OCB, place of work well-being, and inclusive leadership, especially in the context of the Horn of Africa, an area known for its rich cultural variety and difficult socioeconomic issues (Liu et al., 2024). The growing conversation about diversity and inclusion in the late 20th century served as the inspiration for the idea of inclusive leadership (Jio et al., 2025). According to investigation, inclusive leadership is a management approach that values each employee's individual contributions, empowers them, and nurtures a feeling of community (Mehmood et al., 2024). The notion that inclusive leadership augment employee engagement and performance, which in turn augments OCB, is sustained by empirical investigation (Lemi et al., 2025). Even Nevertheless, there is still a lack of investigation explicitly looking at the mediating purpose of occupational well-being in the Horn of Africa, even if previous studies have highlighted these association (Aboramadan et al., 2022).

Even though inclusive leadership has been manifest to have advantages, there are a number of real-world obstacles that prevent its widespread adoption in the area (Tufa et al., 2025). Economic inequality, historical conflicts, and cultural traditions frequently erect obstacles to inclusiveness. Also, firms might not have the skills and structures needed to augment inclusive behaviors (Jio et al., 2025). These difficulties draw attention to imperative investigation gaps, especially with regard to the precise processes by which inclusive leadership affects OCB through place of work well-being (Zaccone & Pedrini, 2024). By offering a thorough examination of how inclusive leadership might augment place of work well-being and augment OCB in the Horn of Africa, this chapter aims to close these gaps. By doing this, it hopes to provide insightful information that will help future scholars and decision-makers nurture plans that support inclusive leadership approaches that are suited to the region's particular socioeconomic and cultural context (Aboramadan et al., 2022).

In order to formulate this investigation, we ask the following query: *“How does the promotion of inclusive leadership in the Horn of Africa affect OCB via the mediation of place of work well-being?”* This query manifests how essential it is to comprehend the complex dynamics at work, finally offering a road map for businesses looking to augment productivity by encouraging diversity and wellbeing at work.

24 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: [www.igi-global.com/chapter/fostering-inclusive-leadership/384577](http://www.igi-global.com/chapter/fostering-inclusive-leadership/384577)

## Related Content

---

### Enabling Digital Transformation in Education and Training: Towards Effective Human Capital Development

Tarkan Gürbüz (2021). *Recent Developments in Individual and Organizational Adoption of ICTs* (pp. 228-243).

[www.irma-international.org/chapter/enabling-digital-transformation-in-education-and-training/259444](http://www.irma-international.org/chapter/enabling-digital-transformation-in-education-and-training/259444)

### Gender Microaggressions Among Women in STEM: Addressing Workplace Challenges Through an Interdisciplinary Lens

Sharon Elizabeth Jacoband Kavitha Jayakumar (2026). *Leading Inclusive Workplaces Through Digital Transformation and Organizational Change* (pp. 281-308).

[www.irma-international.org/chapter/gender-microaggressions-among-women-in-stem/384579](http://www.irma-international.org/chapter/gender-microaggressions-among-women-in-stem/384579)

### Re-Shaping Physical and Digital Consumer and Participative Co-Production Processes: The Impact of Social Distancing During COVID-19

Sofia Kjellström (2021). *Processual Perspectives on the Co-Production Turn in Public Sector Organizations* (pp. 216-236).

[www.irma-international.org/chapter/re-shaping-physical-and-digital-consumer-and-participative-co-production-processes/267541](http://www.irma-international.org/chapter/re-shaping-physical-and-digital-consumer-and-participative-co-production-processes/267541)

### Fostering Inclusive Leadership: Effect on OCB by Mediation of Workplace Well-Being in the Horn of Africa

Shashi Kantand Tamire Ashuro (2026). *Leading Inclusive Workplaces Through Digital Transformation and Organizational Change* (pp. 225-250).

[www.irma-international.org/chapter/fostering-inclusive-leadership/384577](http://www.irma-international.org/chapter/fostering-inclusive-leadership/384577)

### Sustainable Development and Institutional Theory

Ahmet Murat Özkan (2025). *Integrating Organizational Theories With Sustainable Development* (pp. 59-80).

[www.irma-international.org/chapter/sustainable-development-and-institutional-theory/367234](http://www.irma-international.org/chapter/sustainable-development-and-institutional-theory/367234)