



**CREATING A SENSE OF BELONGING: A LITERATURE REVIEW OF THE
ROLE OF INCLUSIVE LEADERSHIP IN ENHANCING EMPLOYEE
RETENTION IN GLOBAL ORGANIZATIONS**

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Abstract

The increasingly diverse global work environment demands that organizations effectively manage diversity to retain qualified employees. One approach is to implement inclusive leadership, which creates a work environment that values diversity and encourages employee engagement. This study aims to examine the role of inclusive leadership in creating a sense of belonging and its implications for employee retention in global organizations. This study uses a literature review method by reviewing various relevant literature sources, such as scientific journal articles and books related to inclusive leadership, diversity, sense of belonging, and employee retention. The results of the study indicate that inclusive leadership plays a crucial role in creating an open work environment that values diversity and provides equal opportunities for all employees. An inclusive work environment can foster a strong sense of belonging in employees, thereby increasing work engagement, organizational commitment, and employee loyalty. Therefore, implementing inclusive leadership is an important strategy for improving employee retention in global organizations.

Keywords: Inclusive Leadership, Sense of Belonging, Employee Retention, Global Organization, Diversity



INTRODUCTION

Globalization and the increasing diversity of the workforce have pushed organizations to manage human resources more inclusively. Modern organizations not only consist of individuals with diverse cultural backgrounds, values, and experiences, but also face the challenge of creating a work environment that effectively accommodates this diversity. In the context of global human resource management, an organization's ability to create an inclusive work environment is a critical factor in increasing employee engagement and maintaining long-term organizational sustainability.

One leadership approach that is gaining increasing attention in the management literature is inclusive leadership. Inclusive leadership refers to a leadership style that emphasizes openness to differences, appreciation for individual contributions, and providing equal opportunities for all members of the organization to participate in various work processes. Inclusive leaders not only focus on achieving organizational goals but also strive to create a psychologically safe work environment so that employees feel valued and accepted as part of the organization.

An inclusive work environment is closely linked to the development of a sense of belonging in employees. A sense of belonging refers to the feeling of being accepted, valued, and an important part of a group or organization. When employees feel a strong sense of belonging, they tend to have a stronger emotional attachment to the organization. This can increase work motivation, employee engagement, and strengthen commitment to the organization.

Furthermore, a sense of belonging also has important implications for employee retention. Employee retention is an organization's ability to retain a workforce that possesses competencies and contributes significantly to the organization. In a competitive global workplace, high employee turnover rates can pose various challenges for organizations, such as increased recruitment and training costs and disrupted teamwork stability. Therefore, organizations need to develop strategies that can increase employee engagement and strengthen their loyalty to the organization.

Although various studies have discussed inclusive leadership and diversity in the workplace, studies specifically examining the relationship between inclusive leadership, sense of belonging, and employee retention in the context of global organizations are still relatively limited. Therefore, this study aims to comprehensively examine the role of inclusive leadership in creating a sense of belonging and its implications for employee retention through a



literature review approach. The results of this study are expected to contribute to enriching understanding of the importance of inclusive leadership practices in human resource management in global organizations.

RESEARCH METHOD

This research uses a qualitative approach with a literature review method. The literature review method was chosen to systematically review various studies relevant to the topics of inclusive leadership, sense of belonging, and employee retention in the context of global organizations. This approach allows researchers to gain a more comprehensive understanding of conceptual developments and empirical findings published in various scientific sources.

The data sources for this study were drawn from various scientific literature, including journal articles, academic books, and other scientific publications relevant to the research topic. Data collection was conducted by searching various academic databases such as Google Scholar and indexed scientific journals. The literature used in this study was selected based on several criteria: relevance to the research topic, publication within the last five years, and originating from credible scientific sources.

The data analysis stages in this study were conducted through several steps: collecting relevant literature, selecting and classifying literature based on research themes, and analyzing key findings related to inclusive leadership, sense of belonging, and employee retention. Through this analysis, researchers identified patterns of relationships between concepts and drew conclusions regarding the role of inclusive leadership in creating a sense of belonging and improving employee retention in global organizations.

RESULTS AND DISCUSSION

The literature review shows that inclusive leadership plays a significant role in creating a work environment that supports diversity and increases employee engagement with the organization. The various studies analyzed in this study confirm that leaders who apply the principle of inclusivity tend to create a more open work environment, value differences, and provide equal opportunities for all team members to participate in the work process.

Several studies have shown that inclusive leadership contributes to increased employee engagement within an organization. Inclusive leaders encourage more open communication and provide space for employees to express their ideas and perspectives. This fosters more positive working



relationships between leaders and team members, resulting in employees feeling more valued in the workplace.

In addition to increasing employee engagement, inclusive leadership is also linked to the development of a sense of belonging within an organization. A sense of belonging is a state in which employees feel accepted, valued, and a vital part of the organization. Several studies have shown that when organizations create an inclusive work environment, employees tend to have a stronger sense of belonging to the organization where they work.

An inclusive work environment also contributes to increasing employees' sense of psychological safety. In a work environment that fosters diversity and values differences, employees feel more comfortable expressing their ideas and opinions without fear of negative judgment. This can boost employee confidence in participating in various organizational activities.

Furthermore, several studies have shown that a sense of belonging is closely linked to employee retention. Employees who feel emotionally connected to their organization tend to have higher levels of loyalty and are less likely to leave their jobs. Therefore, organizations that create an inclusive work environment have a greater chance of retaining qualified employees.

Overall, the literature review indicates that inclusive leadership plays a crucial role in creating a work environment that fosters a sense of belonging and increases employee retention. These findings suggest that implementing inclusive leadership can be a crucial strategy in human resource management, particularly in organizations with high levels of diversity.

Inclusive Leadership in Global Organizations

The increasingly complex global business environment demands that organizations effectively manage workforce diversity. Modern organizations not only comprise individuals with diverse cultural backgrounds, values, and experiences, but also face the challenge of creating a work environment that values and leverages this diversity as a source of organizational excellence. In this context, inclusive leadership is considered one leadership approach capable of addressing these challenges.

Inclusive leadership refers to a leadership style that emphasizes openness to diverse perspectives, respect for individual differences, and providing equal opportunities for all team members to contribute to the organization. Inclusive leaders not only act as guides in achieving organizational goals but also as facilitators who encourage the active participation of each team member. Thus, inclusive leadership can create a more collaborative work environment and foster more positive working relationships.



In global organizations, the implementation of inclusive leadership is becoming increasingly important due to the high level of workforce diversity. Differences in cultural background, language, and work values can influence how individuals interact and work within the organization. If not managed properly, this diversity has the potential to lead to misunderstandings and conflict in the workplace. Therefore, leaders need the ability to manage this diversity constructively through an inclusive leadership approach.

Various studies have shown that inclusive leadership significantly contributes to creating a more positive and productive work environment. Leaders who demonstrate an open attitude toward diversity and value individual contributions can increase employee trust in the organization. This not only strengthens the working relationship between leaders and employees but also fosters a more inclusive and supportive organizational culture.

Thus, inclusive leadership can be understood as a crucial factor in human resource management in global organizations. Through a leadership approach that values diversity and encourages active employee participation, organizations can create a more adaptive, collaborative work environment that supports the sustainable achievement of organizational goals.

Sense of Belonging in the Work Environment

Sense of belonging is a psychological aspect that plays a crucial role in shaping employee engagement with an organization. This concept refers to the feeling of being accepted, valued, and recognized as part of a group or work environment. In an organizational context, sense of belonging reflects the extent to which employees feel their existence has meaning and contributes to the organization where they work.

In an increasingly diverse work environment, a sense of belonging is becoming an increasingly important factor in human resource management. Employees working in organizations with high levels of diversity often face differences in culture, values, and work methods. If organizations fail to create an inclusive work environment, these differences can potentially lead to feelings of alienation or underappreciation among employees. Therefore, organizations need to create working conditions that allow every individual to feel accepted and part of the work community.

Several studies have shown that a sense of belonging is closely related to various aspects of organizational behavior, such as job satisfaction, employee engagement, and commitment to the organization. When employees feel social acceptance and appreciation for their contributions, they tend to exhibit higher



levels of work motivation. This can encourage employees to actively participate in various organizational activities and make more optimal contributions to their work.

Furthermore, a sense of belonging is also linked to employees' psychological well-being in the workplace. Employees who feel part of an organization tend to have lower levels of work stress and are able to build more positive interpersonal relationships with coworkers and superiors. A work environment that supports a sense of belonging can create a more harmonious and collaborative work atmosphere, thereby increasing the effectiveness of teamwork within the organization.

In the context of global organizations, a sense of belonging becomes increasingly important because employees often come from diverse cultural backgrounds. Organizations that create an inclusive work environment and foster a sense of belonging can enhance employees' emotional attachment to the organization. Thus, a sense of belonging can be a key factor in building a lasting working relationship between employees and the organization.

The Role of Inclusive Leadership in Building a Sense of Belonging

Inclusive leadership plays a crucial role in shaping employees' work experiences, particularly in creating a work environment that fosters a sense of belonging. Leaders who embrace inclusivity tend to demonstrate an open attitude toward diverse perspectives, value individual diversity, and provide equal opportunities for all team members to participate in various organizational activities. Through this approach, employees can feel that their presence and contributions are recognized by the organization.

In practice, inclusive leadership can foster more positive working relationships between leaders and team members. Inclusive leaders not only provide work direction but also strive to foster open communication and create a space for employees to express their ideas and perspectives. This allows employees to feel more valued and respected in the workplace, thereby strengthening their sense of belonging to the organization.

Furthermore, inclusive leadership also contributes to creating a sense of psychological safety in the workplace. When leaders support diversity and demonstrate respect for employee opinions, individuals feel more comfortable expressing their ideas and concerns without fear of negative judgment. A work environment that supports psychological safety can increase employee participation and strengthen interpersonal relationships within the organization.

Feeling valued and accepted in the workplace is a key factor in developing a sense of belonging. Employees who perceive support from their leaders and an



inclusive work environment tend to have a stronger emotional attachment to the organization. This can encourage employees to be more engaged in their work and demonstrate a higher level of commitment to the organization they work for.

Thus, inclusive leadership can be understood as a crucial mechanism for creating a sense of belonging within an organization. Through an open attitude toward diversity, effective communication, and appreciation for individual contributions, leaders can create a work environment that allows every employee to feel like an important part of the organization. This demonstrates that the implementation of inclusive leadership not only contributes to the quality of work relationships but also to the formation of employees' emotional attachment to the organization.

Implications of Sense of Belonging on Employee Retention

Employee retention is one of the key challenges organizations face in managing human resources, particularly in an increasingly competitive global workplace. Organizations are not only required to recruit qualified workers but also to retain those with high competence and potential. High employee turnover rates can have various negative impacts on organizations, such as increased recruitment and training costs and disruption to teamwork stability.

In this context, a sense of belonging is one psychological factor that can influence an employee's decision to remain with an organization. Employees who feel an emotional attachment to the organization tend to have greater loyalty to their employer. Feeling accepted, valued, and considered an important part of the organization can strengthen employee commitment and reduce the desire to leave.

Various studies have shown that employees with a strong sense of belonging tend to demonstrate higher levels of work engagement. They not only carry out assigned tasks but are also motivated to make a greater contribution to achieving organizational goals. This can increase work productivity and strengthen the long-term relationship between employees and the organization.

In global organizations, a sense of belonging is increasingly important because the diversity of employee backgrounds often influences how individuals interact in the workplace. When organizations create an inclusive work environment that fosters a sense of belonging, employees are more likely to develop an emotional attachment to the organization. This can help organizations retain a qualified workforce and reduce employee turnover rates.

Thus, a sense of belonging can be viewed as a strategic factor in increasing employee retention. Organizations that are able to create an inclusive work



environment through leadership practices that value diversity have a greater opportunity to build employee loyalty. This situation demonstrates that efforts to create a sense of belonging not only benefit employee psychological well-being but also contribute to the organization's long-term sustainability.

CONCLUSION

Based on the results of the literature review, it can be concluded that inclusive leadership plays a crucial role in creating a work environment that supports diversity and strengthens employee engagement with the organization. Inclusive leadership is demonstrated through an open attitude toward differences, appreciation for individual contributions, and providing equal opportunities for all organizational members to participate in the work process. Through this approach, leaders can create a more conducive and collaborative work environment.

Furthermore, implementing inclusive leadership can foster a sense of belonging among employees. When employees feel valued, accepted, and recognized as an important part of the organization, they tend to develop a stronger emotional attachment to the workplace. This can increase work engagement, strengthen organizational commitment, and reduce the likelihood of employees leaving the organization.

In the context of global organizations with high levels of diversity, inclusive leadership is a strategic factor in human resource management. By creating an inclusive work environment that fosters a sense of belonging, organizations can increase employee loyalty and retain a competent workforce in the long term.

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