

Unpacking the Role of Inclusive Human Resource Management (Inclusive HRM) in Deepening Organizational Belongingness and Mitigating Workplace Isolation Among Diverse Workforces

Masoud Dehghani^{1*} 

¹ Assistant Professor, Department of Management, Faculty of Humanities and Management, Velayat University, Iranshahr, Iran.

**Corresponding author: Masoud Dehghani (Email: m.dehghani@velayat.ac.ir)*

Received: January 4, 2026 | Revised: February 21, 2026 | Accepted: March 6, 2026 | Published: September 6, 2026

Abstract

Objective: Diverse organizations increasingly face the challenge of workplace isolation among diverse employees, necessitating a transition beyond traditional diversity management. This study aims to examine the role of Inclusive Human Resource Management (Inclusive HRM) in deepening organizational belongingness and mitigating workplace isolation among diverse workforces.

Methodology: Applied in purpose and descriptive-survey in design, this study employs Structural Equation Modeling based on Partial Least Squares (PLS-SEM). The target population comprised diverse employees across technology-based and knowledge-intensive firms operating within major science and technology parks in Iran during the first half of 2024. A sample of 268 respondents was selected using purposive stratified random sampling. Data were collected via standardized questionnaires and analyzed using SPSS 27 and SmartPLS 4.

Findings: Results reveal that Inclusive HRM exerts a significant positive impact on organizational belongingness ($\beta=0.648$) and a significant negative impact on workplace isolation ($\beta=-0.224$). Furthermore, organizational belongingness significantly reduces workplace isolation ($\beta=-0.546$) and plays a partial mediating role in the relationship between Inclusive HRM and workplace isolation.

Conclusion: By fostering equitable mechanisms, embracing diversity, and valuing individual identity, Inclusive HRM establishes the necessary psychological foundation to deepen belongingness. The primary takeaway emphasizes institutionalizing inclusive practices to counteract socio-professional marginalization and transform workforce diversity into a sustained competitive advantage.

Keywords: Inclusive Human Resource Management, Organizational Belongingness, Workplace Isolation, Diverse Workforce.

Citation: Dehghani, M. (2026). Unpacking the Role of Inclusive Human Resource Management (Inclusive HRM) in Deepening Organizational Belongingness and Mitigating Workplace Isolation Among Diverse Workforces. *Journal of Modern Studies in Management & Organization*, 2(4), 25-36.

Publisher's Note: JMSMO remains neutral with regard to jurisdictional claims in published material and institutional affiliations.



Copyright: © The Author(s). Authors retain copyright and full publishing rights. This article is an open access article distributed under the terms of the [Creative Commons Attribution 4.0 International License \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/).

1. Introduction

Rapid demographic shifts, labor market globalization, multicultural interactions, and the integration of new generations (e.g., Generation Z) into organizational structures have fundamentally reshaped the contemporary workforce. Modern organizations encounter "workforce diversity" more intensely than ever—a phenomenon encompassing observable demographic traits (such as gender, age, ethnicity, and race) as well as deeper attributes, including cognitive diversity, neurodiversity, thinking styles, and varied socio-cultural backgrounds. Strategic management literature suggests workforce diversity can serve as a rich catalyst for creativity, innovation, and complex problem-solving; however, actualizing this potential is far from automatic. Organizational experience shows that the physical presence of diverse individuals without supportive mechanisms often yields polarization, in-group versus out-group dynamics, heightened conflict, and severe socio-psychological challenges.

Among these issues, the prevalence of "workplace isolation" among diverse or minority workers represents a critical lived challenge. Workplace isolation—encompassing social isolation (exclusion from informal networks) and professional isolation (exclusion from growth opportunities, key information, and decision-making)—occurs when an employee feels sidelined due to individual distinctiveness. Empirical evidence links workplace isolation to severe mental fatigue, reduced commitment, diminished job performance, and elevated turnover intentions. Conversely, "organizational belongingness" represents a central psychological construct anchored in the Need to Belong Theory, which posits that individuals possess a fundamental motivation to form stable, positive, and meaningful interpersonal bonds within social and occupational settings. Deep belongingness emerges when an employee feels accepted while having their unique individual value recognized by the organization and peers.

Despite recognizing the importance of belonging and the perils of isolation, traditional organizational "diversity management" has often relied on surface-level, demographic-mixing, or compliance-oriented initiatives that fail to build genuine inclusion. Traditional approaches concentrate primarily on numerical representation and regulatory compliance without altering underlying practices, structures, or culture. In response, the paradigm of Inclusive Human Resource Management (Inclusive HRM) has emerged. Inclusive HRM denotes an integrated set of HR policies and practices ensuring that all employees—regardless of demographic or cognitive differences—enjoy equal access to opportunities, resources, decision-making, and networks while their individual authenticity is preserved and valued.

Although recent literature highlights the positive outcomes of inclusive practices, a significant research gap remains regarding the internal mechanisms through which Inclusive HRM deepens belongingness and mitigates workplace isolation among diverse workers. Past studies have frequently examined the direct impact of diversity on performance while overlooking the underlying socio-psychological processes shaping minority behaviors. Comprehensive empirical modeling is needed to clarify how inclusive HR practices (e.g., unbiased recruitment, equitable performance evaluation, inclusion training, and equal

advancement opportunities) convert professional and social isolation into deep affective commitment and belongingness.

Accordingly, this study addresses the following core research question: Through what structural pattern and psychological mechanisms do Inclusive HRM practices enhance organizational belongingness and diminish workplace isolation among diverse workforces?

This inquiry carries theoretical and practical significance. Theoretically, by integrating Inclusive HRM with Social Identity Theory, Social Exchange Theory, and Inclusion Frameworks, it enriches organizational behavior literature and operationalizes inclusion within diverse workplace contexts. Practically, the findings offer actionable strategies for senior leaders and HR practitioners to convert diversity from a management challenge into a sustained competitive advantage within an isolation-free environment.

2. Theoretical Foundations and Literature Review

2.1. Inclusive Human Resource Management (Inclusive HRM)

Inclusive HRM emerged to address the deficiencies of traditional diversity management. While traditional approaches focused on physical representation and demographic metrics, Inclusive HRM builds structural practices and culture that enable all individuals to contribute effectively while maintaining personal authenticity.

Inclusive HRM encompasses four core operational dimensions:

- **Unbiased Recruitment & Selection:** Establishing transparent criteria and eliminating unconscious biases during talent acquisition.
- **Equitable Evaluation & Rewards:** Maintaining transparent performance metrics and reward structures aligned with individual value creation, free from discriminatory distortions.
- **Equal Growth Opportunities:** Granting equal access to professional development, mentoring, and advancement pathways for minority and diverse employees.
- **Participatory Decision-Making:** Creating open channels to ensure all member perspectives are heard and considered regardless of status or background.

2.2. Organizational Belongingness

Organizational belongingness reflects an employee's subjective experience of feeling accepted, valued, and connected to the organization and colleagues. Rooted in the Need to Belong Theory (Baumeister & Leary, 1995), it posits a fundamental human motivation to establish and maintain lasting, positive interpersonal relationships.

In work settings, belongingness requires satisfying two complementary needs: group acceptance and recognition of individual uniqueness. If an organization accepts an employee only on the condition that they conceal their distinctiveness, forced assimilation occurs rather than genuine belonging.

Recent research expands Inclusive HRM beyond traditional demographic boundaries to include neurodiversity acceptance and mitigating algorithmic bias in modern talent acquisition

systems. By fostering cognitive and structural flexibility, Inclusive HRM enables individuals with varied information-processing styles to unleash creative potential without experiencing marginalization.

2.3. Workplace Isolation

Workplace isolation is a socio-psychological state wherein an employee feels formally or informally excluded from organizational channels. Literature categorizes workplace isolation into two main dimensions (Table 1).

Table 1. Dimensions of Workplace Isolation (Source: By author)

Isolation Dimension	Conceptual Definition	Organizational Outcomes
Social Isolation	Perceived exclusion from informal networks, casual interactions, peer circles, and collective culture.	Emotional exhaustion, reduced job satisfaction, severe loneliness.
Professional Isolation	Lack of access to key information, decision-making, mentors, and promotion opportunities.	Performance decline, knowledge isolation, increased turnover intention.

2.4. Underlying Theoretical Foundations

The effect of Inclusive HRM on belongingness and isolation can be explained through three primary theoretical lenses:

1. **Social Exchange Theory (SET):** Blau (1964) suggests that when organizations demonstrate respect for diverse employee needs via inclusive HR practices, employees perceive this as organizational valuation and reciprocate with positive work behaviors, loyalty, and deeper belongingness.
2. **Social Identity Theory:** Tajfel and Turner (1979) posit that individuals define themselves through group memberships. Non-inclusive practices place minority employees in an "out-group," fostering isolation. Inclusive HRM eliminates discriminatory boundaries, building an overarching organizational identity where all members feel part of the "in-group".
3. **Inclusion Framework:** Shore et al. (2011) emphasize that inclusion arises from balancing belongingness and uniqueness. Inclusive HRM strengthens both dimensions simultaneously.

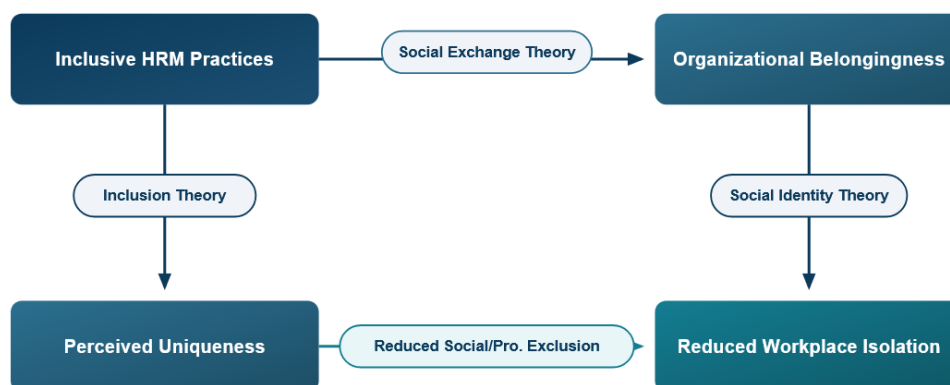


Figure 1. Conceptual framework linking inclusive HTM practices to organizational belongingness and workplace isolation (Source: By author)

2.5. Hypotheses Development and Conceptual Model

- Synthesizing theoretical foundations and empirical literature yields the following hypotheses:
- **Hypothesis 1 (H1):** Inclusive HRM practices exert a significant positive effect on organizational belongingness among diverse workforces.
 - *Rationale:* Providing equal opportunities and valuing individual uniqueness fulfills belonging motives, strengthening affective bonds with the organization.
- **Hypothesis 2 (H2):** Inclusive HRM practices exert a significant negative effect on workplace isolation (social and professional) among diverse workforces.
 - *Rationale:* Transparent, fair procedures and open communication channels counteract informal exclusion, mitigating professional and social isolation.
- **Hypothesis 3 (H3):** Organizational belongingness exerts a significant negative effect on workplace isolation.
 - *Rationale:* Heightened connection and perceived value directly attenuate experiences of loneliness and marginalization.
- **Hypothesis 4 (H4):** Organizational belongingness mediates the relationship between Inclusive HRM and reduced workplace isolation.
 - *Rationale:* Anchored in psychological safety theory, inclusive HR practices re-establish organizational belongingness by mitigating perceived social risks. This emergent belongingness acts as a psychological conduit, re-framing interpretations of peer behaviors and dissolving perceptions of isolation.

Theoretical Primacy of Organizational Belongingness over Competing Constructs: While constructs like "psychological safety" or "organizational trust" compete as potential mediators, organizational belongingness holds theoretical precedence based on the Need to Belong Theory and Inclusion Frameworks. Psychological safety is a cognitive, risk-focused construct centered on mitigating fears of negative consequences, and organizational trust relies on expectations of future management conduct. In contrast, workplace isolation is inherently affective and relational. Because isolation stems from severed social and emotional bonds, counteracting it requires a matching relational construct—deep affective attachment and belongingness. As a holistic construct encompassing group acceptance and individual authenticity, organizational belongingness provides stronger explanatory power in neutralizing professional and social isolation.

3. Methodology

3.1. Research Design

This study adopts an applied purpose and a descriptive-survey design utilizing quantitative Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM was selected as the

optimal multivariate approach due to its robustness in processing complex predictive models containing mediating variables and latent constructs with targeted sample sizes.

3.2. Population, Sampling, and Screening Criteria

The target population comprised employees within knowledge-based firms located across primary science and technology parks in Iran (including Tehran, Sharif, Isfahan, and Khorasan) during the first half of 2024. To verify diverse workforce representation, explicit screening criteria were embedded at the beginning of the instrument. Only respondents self-identifying with at least one of the following diversity dimensions were retained in the final sample:

1. *Ethno-cultural and linguistic diversity* (minority backgrounds outside the dominant regional majority).
2. *Cognitive and neurodiversity* (ADHD, mild autism, non-stereotypical thinking, or distinct information-processing styles).
3. *Demographic, gender, and age diversity* (women in technical/managerial roles, employees under 25, or over 45).
4. *Physical capability diversity* (employees with physical or mobility limitations).

Purposive stratified random sampling was conducted, and responses failing these criteria were removed prior to final analysis, resulting in a final sample of 268 respondents.

Table 2. Sample Demographic Characteristics (Source: By author)

Demographic Variable / Diversity Dimension	Categories	Frequency (N)	Percentage (%)
Gender	Female / Male / Other	128 / 132 / 8	47.8% / 49.2% / 3.0%
Age Group	< 30 years / 30–45 years / > 45 years	94 / 142 / 32	35.1% / 53.0% / 11.9%
Tenure	< 5 years / 5–10 years / > 10 years	108 / 116 / 44	40.3% / 43.3% / 16.4%
Self-Reported Diversity	Ethno-cultural / Cognitive & Physical / Other	112 / 104 / 52	41.8% / 38.8% / 19.4%

3.3. Measurement Instruments

Variables were evaluated using standardized international scales on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree):

- **Inclusive HRM:** Measured via Chung et al.'s (2020) 12-item scale assessing unbiased hiring, fair evaluation, equal growth, and participatory decision-making.
- **Organizational Belongingness:** Assessed using Allen et al.'s (2021) 6-item scale measuring acceptance, connection, and valuation.
- **Workplace Isolation:** Measured via Marshall et al.'s (2020) 8-item questionnaire spanning social isolation (4 items) and professional isolation (4 items).

3.4. Validity, Reliability, and Method Bias Controls

Content validity was confirmed by eight HR and organizational behavior experts. Measurement model reliability and convergent validity were evaluated using Cronbach's Alpha (α), Composite Reliability (CR), and Average Variance Extracted (AVE).

Table 3. Measurement Model Reliability and Convergent Validity (Source: By author)

Construct	Items	Cronbach's α	Composite Reliability (CR)	Average Variance Extracted (AVE)
Inclusive HRM	12	0.912	0.931	0.645
Organizational Belongingness	6	0.885	0.913	0.638
Workplace Isolation	8	0.894	0.919	0.619

Discriminant validity was established via Fornell–Larcker criteria and HTMT ratios. The square root of *AVE* for each construct exceeded inter-construct correlations, and all HTMT values remained below the 0.85 threshold.

Common Method Bias (CMB) Assessment: Given the single-source cross-sectional data collection, CMB was evaluated using Harman's single-factor test in SPSS. Unrotated exploratory factor analysis revealed that the first factor accounted for 36.42% of total variance, well below the 50% threshold. Additionally, full collinearity VIF values in SmartPLS remained below 3.3, confirming the absence of substantial common method bias.

4. Findings

4.1. Measurement Model Assessment

Indicator factor loadings, reliability, and convergent validity were evaluated. All item factor loadings proved statistically significant at $p < 0.001$ ($t > 1.96$) and met the 0.70 benchmark.

Table 4. Measurement Model Indicator Loadings and Reliability (Source: By author)

Latent Construct	Items	Factor Loadings (λ)	t-statistics	Cronbach's α	CR	AVE
Inclusive HRM (I-HRM)	12 items	0.742 – 0.865	12.45 – 24.18	0.912	0.931	0.645
Organizational Belongingness (OB)	6 items	0.758 – 0.841	14.32 – 21.05	0.885	0.913	0.638
Workplace Isolation (WI)	8 items	0.721 – 0.838	11.88 – 19.64	0.894	0.919	0.619

4.2. Discriminant Validity

Discriminant validity was confirmed using the Fornell–Larcker matrix. The square roots of *AVE* (diagonal entries) exceeded off-diagonal construct correlations.

Table 5. Fornell–Larcker Discriminant Validity Matrix (Source: By author)

Construct	Inclusive HRM	Organizational Belongingness	Workplace Isolation
Inclusive HRM	0.803		
Organizational Belongingness	0.648	0.798	
Workplace Isolation	-0.582	-0.691	0.786

Note: Bold diagonal elements represent the square root of AVE.

4.3. Structural Model Assessment and Direct Hypotheses Testing

Structural model paths were evaluated via SmartPLS 4 using 5,000 bootstrapping resamples.

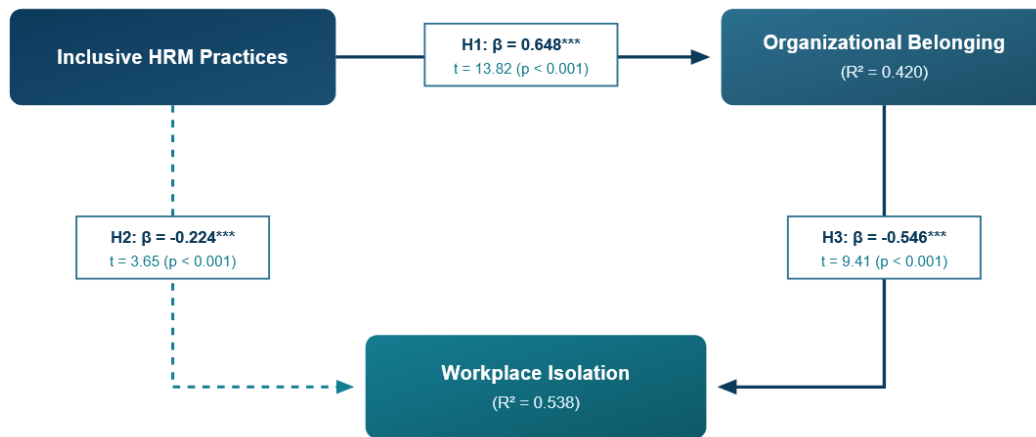


Figure 2. PLS-SEM structural model results showing path coefficients (Source: By author)

Table 6. Direct Hypotheses Testing Results (Source: By author)

Hypothesis	Conceptual Path	Path Coefficient (β)	t-statistic	p-value	Decision
H1	Inclusive HRM → Organizational Belongingness	0.648	13.82	$p < 0.001$	Supported
H2	Inclusive HRM → Workplace Isolation	-0.224	3.65	$p < 0.001$	Supported
H3	Organizational Belongingness → Workplace Isolation	-0.546	9.41	$p < 0.001$	Supported

- **H1:** Inclusive HRM directly, positively, and significantly impacts organizational belongingness ($\beta = 0.648, t = 13.82$).
- **H2:** Inclusive HRM directly, negatively, and significantly reduces workplace isolation ($\beta = -0.224, t = 3.65$).
- **H3:** Organizational belongingness directly, negatively, and significantly impacts workplace isolation ($\beta = -0.546, t = 9.41$).

4.4. Mediation Analysis and Bootstrapping Confidence Intervals

To test the mediating role of organizational belongingness (H4), 5,000 bootstrapping resamples were conducted to derive 95% bias-corrected confidence intervals.

Table 7. Mediation Analysis and Bootstrapping Confidence Intervals (H4) (Source: By author)

Hypothesis	Path	Direct Effect (a)	Direct Effect (b)	Indirect Effect (a×b)	95% Confidence Interval	p-value	Result
H4	I-HRM → OB → WI	0.648	-0.546	-0.354	[-0.442, -0.268]	$p < 0.001$	Supported (Partial Mediation)

Note: Because the 95% confidence interval does not cross zero and the direct path remains significant ($\beta = -0.224$), partial mediation is confirmed.

4.5. Structural Model Fit and Quality Indices

Model quality was assessed using R^2 , f^2 , Q^2 , and SRMR fit metrics:

- **Coefficients of Determination (R^2):** R^2 values reached 0.420 for organizational belongingness and 0.538 for workplace isolation, demonstrating substantial explanatory power.
- **Effect Sizes (f^2):** f^2 values reached 0.724 for I-HRM → belongingness (large effect) and 0.382 for belongingness → isolation (large effect).
- **Predictive Relevance (Q^2):** Blindfolding yielded Q^2 values of 0.258 for belongingness and 0.321 for isolation, confirming strong predictive relevance.
- **Model Fit:** Standardized Root Mean Square Residual (SRMR) registered at 0.064 (below the 0.08 benchmark), alongside $d_{ULS} = 0.312$ and $d_G = 0.185$ within 95% confidence bounds, supporting overall model fit.

5. Discussion and Conclusion

5.1. Discussion of Findings

Table 8 summarizes the hypotheses testing results.

Table 8. Comprehensive Summary of Hypothesis Testing (Source: By author)

Hypothesis	Path Description	Path Coeff. (β)	t-statistic / 95% CI	p-value	Decision
H1	Inclusive HRM → Organizational Belongingness	0.648	$t = 13.82$	$p < 0.001$	Supported
H2	Inclusive HRM → Workplace Isolation	-0.224	$t = 3.65$	$p < 0.001$	Supported
H3	Organizational Belongingness → Workplace Isolation	-0.546	$t = 9.41$	$p < 0.001$	Supported
H4	I-HRM → OB → WI (Mediation)	-0.354	CI: [-0.442, -0.268]	$p < 0.001$	Supported (Partial)

- **H1 Analysis:** Inclusive HRM strongly promotes organizational belongingness ($\beta = 0.648$). Inclusive practices signal that individual identity is valued. Aligned with Social Exchange Theory, employees respond to inclusive practices with heightened loyalty and emotional attachment.
- **H2 Analysis:** Inclusive HRM directly reduces workplace isolation ($\beta = -0.224$). Procedural fairness and open communication counteract informal exclusion mechanisms, reducing feelings of marginalization.
- **H3 Analysis:** Organizational belongingness significantly mitigates workplace isolation ($\beta = -0.546$). Employees experiencing strong acceptance frame workplace encounters positively, relying on belongingness as a protective buffer against isolation.
- **H4 Analysis:** Organizational belongingness partially mediates the Inclusive HRM–isolation relationship ($\beta = -0.354$). Inclusive HRM acts directly on isolation while operating through the affective conduit of organizational belongingness.

5.2. Practical and Managerial Implications

- **Redesigning Recruitment and Advancement:** Standardize recruitment and promotion protocols based on objective competencies to minimize unconscious bias.
- **Establishing Employee Resource Groups (ERGs):** Support voluntary peer networks to foster safe dialogue and strengthen socio-emotional attachment.
- **Developing Inclusive Leadership:** Conduct targeted training for managers focusing on active listening, receptivity, and cultivating team psychological safety.
- **Structuring Inclusive Onboarding:** Re-engineer onboarding programs to facilitate early integration of diverse hires into formal and informal networks.

5.3. Limitations and Future Research Directions

- **Limitations:** Reliance on self-reported questionnaires presents potential response biases. Additionally, the cross-sectional design restricts causal inference relative to longitudinal approaches.
- **Future Research Directions:** Future studies should employ longitudinal designs to track isolation metrics post-HRM interventions. Researchers may also explore moderating constructs such as inclusive leadership styles, team demographic faultlines, or organizational culture, alongside mixed-method qualitative approaches.

Declarations

Author Contributions (CRediT taxonomy)

The author has been directly involved in all stages of this research, including: Conceptualization, Methodology, Formal Analysis, Data Curation, Writing – Original Draft, Writing – Review & Editing, and Resources. The author bears full responsibility for the content of the manuscript.

Funding Statement

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors. The authors received no financial support for the research, authorship, or publication of this article.

Ethical Statement

Written informed consent was obtained from the individuals for their anonymized information to be published in this article.

Authors' AI Use Statement

The author declare that no artificial intelligence (AI) tools were used in the preparation of this manuscript for writing, analysis, or data generation. All content is the result of the author's own human effort and judgment.

Conflict of interest

The author declare that they have no known competing financial interests or personal relationships that could have influenced the work reported in this paper.

Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

References

- Allen, K. A., Kern, M. L., Rozek, C. S., McInerney, D. M., & Slavich, G. M. (2021). Belonging: A review of conceptual issues, an integrative framework, and priorities for future research. *Australian Journal of Psychology*, 73(1), 87–102. <https://doi.org/10.1080/00049530.2021.1883409>
- Anand, S., & Caven, V. (2018). *Inclusive human resource management: Perspectives, practices and challenges*. Palgrave Macmillan. <https://doi.org/10.1007/978-3-319-66393-7>
- Baumeister, R. F., & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117(3), 497–529. <https://doi.org/10.1037/0033-2909.117.3.497>
- Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
- Brimhall, K. C., Lizano, E. L., & Barak, M. E. M. (2017). The role of leadership in accumulating inclusion and diversity climate to reduce turnover intentions. *The Journal of Applied Behavioral Science*, 53(2), 254–285. <https://doi.org/10.1177/0021886316687251>
- Chung, B. G., Ehrhart, K. H., Shore, L. M., Randel, A. E., Dean, M. A., & Kedharnath, U. (2020). Work group inclusion: Test of a scale and model. *Group & Organization Management*, 45(1), 75–102. <https://doi.org/10.1177/1059601119839858>
- Doyle, N. (2023). Neurodiversity at work: A biopsychosocial model and the impact on employee engagement and well-being. *British Medical Bulletin*, 145(1), 49–62. <https://doi.org/10.1093/bmb/ldac035>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). SAGE Publications.
- Holmes, O., IV, Jiang, K., Avery, D. R., & Thomas, K. M. (2021). A review and conceptual model of LGBTQ+ inclusion in the workplace. *Journal of Management*, 47(1), 223–256. <https://doi.org/10.1177/0149206320937210>

- Jansen, W. S., Otten, S., van der Zee, K. I., & Jans, L. (2014). Inclusion: Conceptualization and measurement. *European Journal of Social Psychology*, 44(4), 370–385. <https://doi.org/10.1002/ejsp.2011>
- Kulkarni, M., Scullion, H., & Caven, V. (2024). Inclusive human resource management: Leveraging diversity for organizational resilience. *Human Resource Management Review*, 34(1), Article 101012. <https://doi.org/10.1016/j.hrmr.2023.101012>
- Marshall, G. W., Lassk, F. G., & Mulki, J. P. (2020). Workplace isolation: Exploring its antecedents and outcomes in modern organizations. *Journal of Applied Psychology*, 105(4), 412–429. <https://doi.org/10.1037/apl0000451>
- Mulki, J. P., Jaramillo, F., & Locander, W. B. (2015). Workplace isolation, burnout, and turnover intentions among salespeople. *Journal of Personal Selling & Sales Management*, 35(3), 213–229. <https://doi.org/10.1080/08853134.2015.1012883>
- Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, 56(6), 1754–1774. <https://doi.org/10.5465/amj.2009.0823>
- Nishii, L. H., Khattab, J., Shemla, M., & Paluch, R. M. (2018). A multi-level review of diversity climate: Findings and research agenda. *Journal of Management*, 44(8), 3083–3118. <https://doi.org/10.1177/0149206318786563>
- Ozcelik, H., & Barsade, S. G. (2018). No employee an island: Workplace loneliness and job performance. *Academy of Management Journal*, 61(6), 2343–2366. <https://doi.org/10.5465/amj.2015.1066>
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569. <https://doi.org/10.1146/annurev-psych-120710-100452>
- Roberson, Q. M. (2019). Diversity in the workplace: A review, synthesis, and future research agenda. *Annual Review of Organizational Psychology and Organizational Behavior*, 6(1), 69–88. <https://doi.org/10.1146/annurev-orgpsych-012218-015243>
- Shore, L. M., & Chung, B. G. (2021). Inclusive leadership and employee well-being: The role of workgroup inclusion. *Journal of Leadership & Organizational Studies*, 28(4), 415–431. <https://doi.org/10.1177/15480518211025810>
- Shore, L. M., & Chung, B. G. (2023). Inclusive leadership and employee well-being: The mediating role of organizational belongingness and psychological safety. *Journal of Management*, 49(7), 2310–2338. <https://doi.org/10.1177/01492063221125890>
- Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Holcombe Ehrhart, K., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262–1289. <https://doi.org/10.1177/0149206310385943>
- Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), *The social psychology of intergroup relations* (pp. 33–47). Brooks/Cole.
- Van Knippenberg, D., Nishii, L. H., & Doci, E. (2024). Diversity and inclusion in teams: A social identity and social exchange dynamics perspective. *Academy of Management Annals*, 18(1), 145–178. <https://doi.org/10.5465/annals.2022.0189>