

"A man is  
great by  
deeds, not by  
birth"  
-Chanakya

Welcome to IIMK



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Working Paper

**IIMK/WPS/672/OBHR/2026/01**

February 2026

**SOCIAL IDENTITY AND INCLUSION IN ORGANIZATIONS:  
HOW DOES LEADERSHIP INFLUENCE?**

Rajeshwari C <sup>1</sup>

©

All rights belong to their respective author.

Please contact the corresponding author, if you would like to access the full paper.

<sup>1</sup>Assistant Professor, Organizational Behaviour and Human Resources Area, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnamangalam, Kozhikode, Kerala 673 570, India; Email - rajeshwari@iimk.ac.in, Phone Number - 0495-2809243.

## **SOCIAL IDENTITY AND INCLUSION IN ORGANIZATIONS: HOW DOES LEADERSHIP INFLUENCE?**

### **Abstract:**

The article tries to explore the possible leadership influence on the social identities of the organisational members, there by exploring the relationship of the organisational structures and processes towards creating inclusion. The article first explores the understanding of inclusion in literature, considering the literature on diversity and inclusion. Based on this exploration, the important aspects of the inclusion are noted and considered in the following sections on social identity and leadership. Engaging with social identity and its relation to inclusion, I ask, how the process of social identity construction has an influence on different dynamics in the organisations. Further possible ways in which leadership can influence the process of social identity are discussed to explore how leadership can become inclusive.



भारतीय प्रबंध संस्थान कोषिककोड  
**Indian Institute Management Kozhikode**  
*Globalizing Indian Thought*

Research Office  
Indian Institute of Management Kozhikode  
IIMK Campus P. O.,  
Kozhikode, Kerala, India,  
PIN - 673 570  
Phone: +91-495-2809237/ 238  
Email: [research@iimk.ac.in](mailto:research@iimk.ac.in)  
Web: <https://iimk.ac.in/publications>

