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How effective leadership manifests in a context with high diversity saliency: A qualitative case study of the Dutch Council for Refugees

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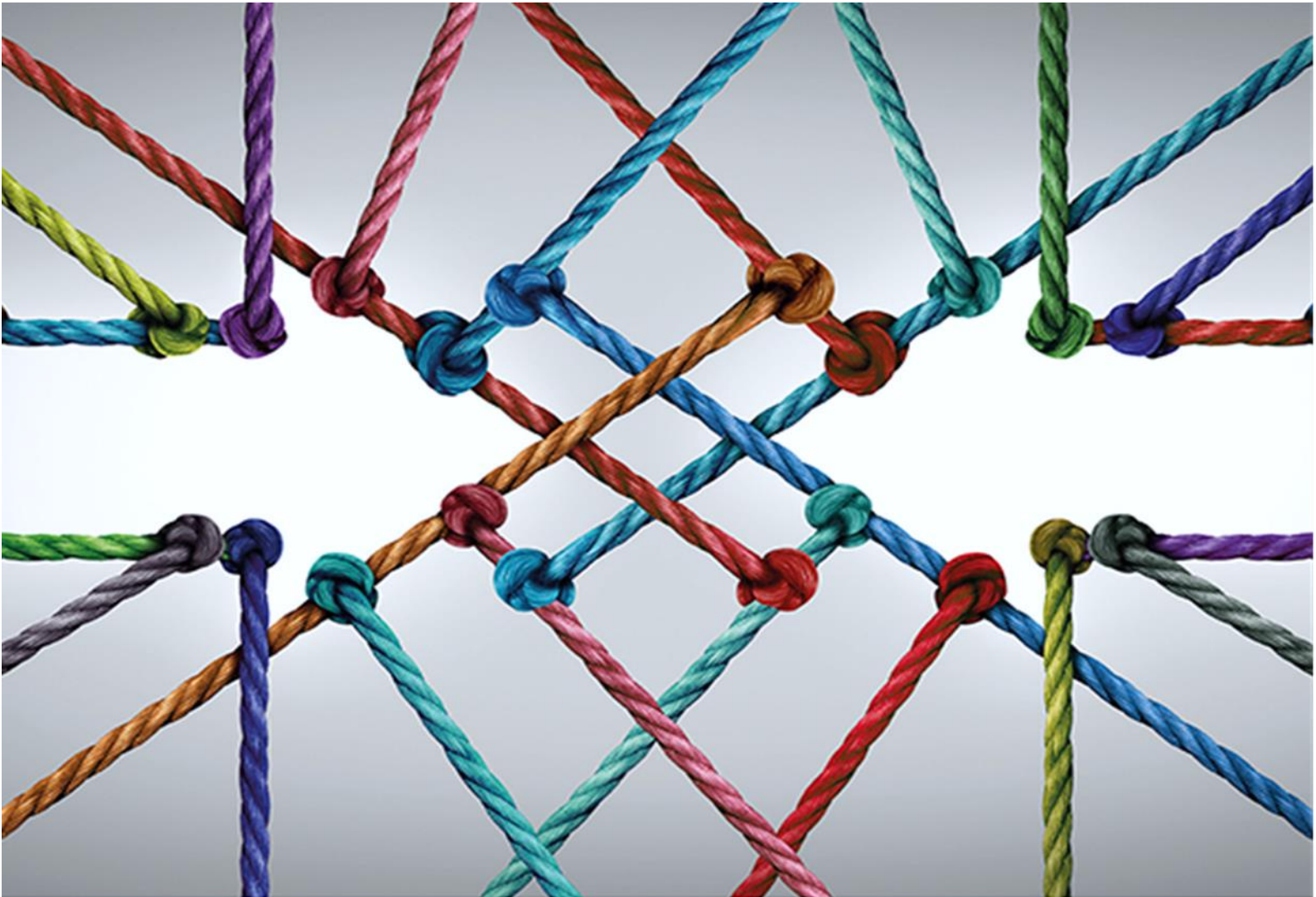
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LEADERSHIP: DIVERSITY AND INCLUSIVENESS

**HOW EFFECTIVE LEADERSHIP
MANIFESTS IN A CONTEXT WITH
HIGH DIVERSITY SALIENCY
HIGH DIVERSITY SALIENCY**

**A QUALITATIVE CASE STUDY OF THE DUTCH COUNCIL
FOR REFUGEES.**

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THESIS SUPERVISOR: PROF. DR. S.M. GROENEVELD





**Universiteit
Leiden**
Governance and
Global Affairs

HOW EFFECTIVE LEADERSHIP MANIFESTS IN A CONTEXT WITH HIGH DIVERSITY SALIENCY

A qualitative case study of The Dutch
Council for Refugees.

University of Leiden
Faculty of Governance and Global Affairs
Institute of Public Administration
Master Public Administration
Public Management and Leadership Specialization

Course: Thesis Master Public Administration

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Date: June 9th 2021

Foreword

Before you lies the thesis: ‘How effective leadership manifests in a context with high diversity saliency; a qualitative case study of The Dutch Council for Refugees’. This thesis has been written to fulfill the graduation requirements of the Master’s Program: Public Administration; Public Management and Leadership Specialization, at Leiden University.

I was engaged in researching and writing this thesis from December 2020 to May 2021. I have experienced this period as very interesting and instructive. At the beginning, I had little knowledge of how diversity in teams, leadership, and performance are related, but this research in a specific context has taught me a lot. The research was difficult, but conducting extensive investigation has allowed me to answer the questions of this study. Fortunately, Prof. dr. Groeneveld was always available and willing to answer my queries. Therefore, I have been able to achieve a result, I am delighted with.

I would like to thank my Thesis Supervisor Prof. dr. Groeneveld, for her excellent guidance, patience, and support during the process. For me, it was an absolute privilege to have Prof. dr. Groeneveld as my supervisor, and her valuable insights and directions gave me needful guidance to complete the research and write this thesis. I would also like to thank Ms. F. Mahtab, team leader participation at the Dutch Council for Refugees, without whose help I would not have been able to conduct this research.

Finally, in particular, I would like to thank my Mother and girlfriend for their unconditional love and support during this entire process.

I hope you enjoy your reading,

Shabir Mahtab Leiden, June 3, 2021.

Abstract

It is widely recognized in the literature that transformational and inclusive leadership are effective leadership styles in diverse teams. In a similar vein, this study takes the position that both leadership styles constitute practical strategies for bringing to fruition the auspicious outcomes and at the same time preventing the detrimental outcomes of different dimensions of diverse teams, consequently complementing team performance. This study contributes to the literature by examining the role of leadership in diverse teams in a specific organizational setting, namely: The Dutch Council for Refugees, distinguished by and embedded in a context classified as one of high diversity saliency. The central aim of this study was to ascertain how effective leadership manifests in diverse teams in a context of high diversity saliency. To this end, this thesis has opted for a qualitative research design strategy in the form of semi-structured interviews. Four supervisors of diverse teams and their subordinates were selected to participate in this research. The results show that the four-team leaders to a certain extent and in different degrees, primarily exercise inclusive leadership behaviors. With respect to transformational leadership, the four-team leaders, to a certain extent and in different degrees, mainly touch upon individual consideration and intellectual stimulation. The results also indicate that a context of high diversity saliency generally through conditions such as: target group diversity, organizational setting, and policy area identity linkages seem to have various effects on the leaderships role of the four-team leaders. In the main, the role of leadership in managing diversity processes due to these contextual conditions seems to become more crucial, which could indicate why the team leaders primarily practice inclusive leadership. Notwithstanding, findings offer implications for how effective leadership manifests in diverse teams within a context characterized by high saliency in diversity. This research report concludes by discussing limitations, directions for further research, and proposing recommendations.

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Chapter 1: Introduction

Background

The Dutch society is becoming increasingly culturally diverse. Traditionally, the Netherlands was a safe haven for migrants and had a long history of being a multicultural society. For instance, the Netherlands acted as a country of arrival for a wide range of culturally diverse groups, ranging from the Sephardic Jews in the late 15th and 16th centuries to French Huguenots in the late 17th and 18th century, as well as German migrants, in the 19th and 20th century (WRR, 2018:21). Following World War 2, the Netherlands received large groups of migrants from the following countries in particular: former colonies; Surinam, Antilles, and Indonesia, as well as from Turkey and Morocco (WRR, 2018:7). From the 1980s onwards, this trend changed, and small groups of migrants from relatively large groups of countries arrived (WRR, 2018:7). In the decades that followed, refugees and Eastern European migrants found their way to the Netherlands. The consequences of these migration flows after World War 2 are that it has affected Dutch society's demographic composition. In 2017, migrants from 233 different countries of origin lived in the Netherlands (WRR, 2018:7).

Thence, the Dutch labor market has become increasingly culturally diverse due to these groups' labor participation over the years. In 2003, the labor participation rate of persons with a western background was 61.3%, and the labor participation rate of persons with a non-western background was 53% (CBS, 2019). In the third quarter of 2019, the labor participation rate of persons with a western background was 68.4%, and the labor participation rate of persons with a non-western background was 62.1% (CBS, 2019).

Additionally, the Dutch labor market has become increasingly diverse due to increased labor participation of women and people between the age of 45 and 65. First, the labor participation difference between men and woman have become increasingly smaller over the past decades. In 1969, men's labor participation rate was 84.0%, against 34.1% of women (CBS, 2019). In 2018, men's labor participation rate was 72.5%, against 63.2% of women (CBS, 2019). Thus, the difference between men and women concerning labor participation has shrunk from over 50% to less than 10% in the last five decades (CBS, 2019). Second, the labor participation rate of people between 45 and 65 has increased from 43.3% in 1969 to 58.1 % in 2018 (CBS, 2019). To sum up, the Dutch labor market has become more diverse due to cultural diversity and gender and age diversity.

Increased diversity in the Dutch labor market has consequences for public and private organizations. Organizations have become more diverse, and this trend will most likely continue in the future, taking, among others, the changes of the Dutch demographic composition and woman's emancipation in the labor market of the Netherlands into consideration. These labor market developments and consequences for organizations did not go unnoticed. From the 1960s onwards, organizations in the Netherlands established diversity policies to enhance equal opportunities and equal outcomes for everyone (Groeneveld & Verbeek, 2012). From the 1980s onwards, the Dutch government focused on integrating ethnic minorities into the labor market. For instance, in the 1990s, the Dutch government adopted the act: "Stimulation Labor Participation Minorities" (Wet Samen 1998-2003) (Groeneveld & Verbeek, 2012).

The Dutch Government is currently increasingly committed to managing diversity at the workplace. To illustrate at the website of the Dutch government, information can be found for employers concerning cultural diversity and nine principles on how to successfully manage cultural diversity at their workplace (The Government of the Netherlands, 2019). Also, scholars devote attention to diversity and organizations' theme, particularly on how to manage a diverse workplace and teams. Research performed by scholars in the field of diversity management is extensive (Pitts 2009; Groeneveld 2011; Pitts, Hicklin, Hawes and Melton 2010; Yang, Konrad 2011). First, since the Dutch workforce's composition is changing, effective management of diversity at the workplace increasingly becomes a managerial issue (Groeneveld & Verbeek, 2012). Second, as Groeneveld & Verbeek (2012), argue: "the older types of diversity policies or employment equity policies aimed at two kinds of goals: equal treatment (absence of direct discrimination) and equal results (absence of indirect or structural discrimination), whereas, in recent years, the new managing diversity paradigm has built on the norm of individual recognition and how it could be instrumentalized to improve organizational performance" (p. 356). In other words, policies designed to manage diversity are driven by internal and economic arguments rather than being imposed externally by legislation or through moral claims about nondiscrimination and equality (Groeneveld & Verbeek, 2012). Hence, since the 1990s, the managerial approach to representative bureaucracy has received increasingly more attention, and added a stronger focus on organizational performance (Groeneveld et al. 2016). In other respects, because representative bureaucracies are generally more diverse, insights from diversity management literature could contribute to the representative bureaucracy literature; and they increasingly are incorporated in studies on representative bureaucracy (Groeneveld et al. 2016). Supplementarily, diversity management literature centers on the business of diversity

based on an economic logic for representation rather than a normative one. Diverse social groups within bureaucracy can contribute to organizational effectiveness, and efficiency and diversity management literature also adds the group as a level of analysis centering on social-psychological processes within teams affecting collective decision making (Milliken and Martins 1996; Van Knippenberg et al. 2004; in Andrews et al. 2016:5).

Moreover, the commitment of the Dutch Government and the public sector in general to diversity and inclusion is not a new phenomenon. Governments have long been concerned with improving the representativeness of government bureaucracies, the rationale being that as a model employer, considerations of equity and fairness were intrinsically valued and deemed important for governmental organizations in particular (Groeneveld et al. 2016). Thus, in order to guarantee that the needs and preferences of diverse social groups are reflected in decision-making, governments today are increasingly seeking a representative public administration (Groeneveld et al. 2016). This rationale that representative bureaucracies are effective bureaucracies dominates the core of representative bureaucracy theory since the 1970s (Groeneveld et al. 2016). Representative bureaucracy theory postulates that because bureaucrats share social demographic identities with citizens, they also share values that can play a role in bureaucratic decisions and affect the distribution of outputs across states social groups (Groeneveld et al. 2016). However, research performed by multiple scholars have stressed that empirical evidence on where, why, and how representativeness works is diffuse and mixed, whereby the same scholars argue that to gain a full understanding of representative bureaucracy, more attention should be devoted to the important role of context (Groeneveld et al. 2016). For instance, Von Maravic et al. (2015) stressed the need for extension of both theory and empirical work to different kinds of organizational settings because different settings may imply different meanings of representation and different conceptualizations of performance, the relationship between representation and performance might also be affected (Von Maravic et al.; Groeneveld et al. 2016:3).

With this in mind and especially considering that research performed by multiple scholars stress that empirical evidence on where, why, and how representativeness works is diffuse and mixed, whereby more attention should be paid to the role of context as well as considering that Von Maravic et al. (2015) calls for extension of theory in different kinds of organizational settings as this may affect the relationship between representation and performance (Groeneveld et al. 2016). This study aims to research a specific organizational setting that of The Dutch Council for Refugees (Vluchtelingenwerk Nederland). The Dutch Council for Refugees is a unique

organization in the sense that the clientele are status holders, asylum seekers and refugees. Therefore, one can argue that the organization acts in a context of high saliency of diversity. However, two things are worth mentioning here. First, The Dutch Council for Refugees is an NGO and not a public-sector organization. Nevertheless, public sector context literature can be used to examine the case of this study, because in The Netherlands, the local governments not only hold the ultimate responsibility for refugees, asylum seekers and status holders in their municipality, but also act as a client for the Dutch Council for Refugees. Furthermore, both hold close ties in their tasks and work when it comes to accompanying refugees, asylum seekers, and status holders. This implies that the local government and the Dutch Council for Refugees act more or less in the same field and context. In addition, this implies that the dividing lines between the local government environment and NGO environment become blurry.

Second, there is considerable variation in the public sector regarding diversity saliency. The assumption is that taking the contextual characteristics of an organization into consideration, among other things, thus, the nature of the tasks and work as well as the characteristics of an environment of an organization, one can determine whether diversity will become more critical for the performance of that organization. In other words, the organizational processes of The Council for Refugees Netherlands and in particular, the operational and primary processes (e.g., activities whose output directly contributes to results for the clientele) are closely linked to issues of diversity and inclusion. Thus, the entire existence of the organization illustrated by, for instance, their vision and mission are aimed at their diverse target group and clientele. Apart from this external context, there are signs to believe that a high degree of diversity can be found internally as well. Evidenced by the fact that the diverse target group and clientele often are recruited by the organization in light of the tasks and work The Dutch Council for Refugees aims to fulfill.

Aside from the importance of context, diversity management literature points to the group as the level of analysis and focusing on social-psychological processes within teams affecting collective decision making and, therefore, performance. However, considering that the connection between diversity and performance is complex and dependent on multiple factors on multiple levels, which one of these factors is leadership and the extent to which leadership succeeds in creating a work environment in which employee differences are valued and utilized to inform work practices (Ashikali et al. 2020:9). This study points to the diverse teams of The Dutch Council for Refugees as the level of analysis and aims to examine the relationship with team performance by adding one factor that can influence this relationship namely: leadership.

Further, considering that the organization acts in a context of high saliency of diversity, this specific context is added to the model and will be examined more thoroughly in this research.

Research aim and research question

Considering that the case of this research: The Dutch Council for Refugees, shows a high degree of diversity saliency. This study aims to demonstrate what role two particular leadership styles, namely: transformative leadership style and inclusive leadership style, display in the relationship between team diversity and team performance. This study's emphasis is on the dimensions: age, ethnicity, and gender. However, other less visible dimensions of diversity, such as sexual orientation, political preferences, are not excluded. Concerning teams, this study refers to and is solely interested in heterogeneous teams and team outcomes such as creativity, decision-making quality, and innovation that define a team's performance. This study aims to achieve this by researching what role leadership plays in the performance of diverse teams within a single organizational setting characterized by a context with high saliency of diversity. In other words, this study aims to find out in what mechanisms or processes of a diverse team leading to team performance, the influence of transformative and inclusive leadership styles can be identified especially in a context with high diversity saliency. Van Knippenberg et al. (2004), Categorization Elaboration Model, will be used here. This study also hopes to provide practical recommendations to the organization in question. Thus, the objective of this study is twofold.

As indicated previously, teams in organizations are becoming more diverse as the Dutch labor market is becoming more diverse due to cultural/ethnic diversity and gender and age diversity. However, some organizations have added more diversity than others; one of those organizations is The Dutch Council for Refugees. Since diversity in teams is perceived as a double-edged sword by many, as it has both positive and negative effects in potential, adding more diversity in organizations does not guarantee improved performance. Besides, adding more diversity does not guarantee that their diverse employees' voices are fully heard or that their knowledge, skills, ideas, or other perspectives and insights are used to achieve performance. This may lead to the question of why to add more diversity in teams when it does not improve team's performance.

Already stated, The Dutch Council for Refugees is a unique and diverse non-governmental organization. Therefore, apart from rational reasons to make diversity at the workplace work,

The Dutch Council for Refugees, for reasons of legitimacy and public credibility, needs to represent the Dutch population as it has close ties with governmental and public organizations. Additionally, since employment in public organizations is seen as a basic democratic right and a tool for social promotion, The Dutch Council for Refugees, may need to consider this as well. After all, the employer of The Dutch Council for refugees are Dutch municipalities. Further, since public sector employers are expected to be an example for employers in private sector organizations and the fact that public sector organizations are subject to political pressure to improve ethnic minority representation and highlight policy measures taken in this direction. The Dutch Council for Refugees may need to consider this as well to make diversity work at their workplace. Since leadership is considered a crucial factor in managing diverse teams and improving performance, this study has formulated and seeks to provide a valid and reliable answer to the following central research question:

How does effective leadership manifest in diverse teams, in a public-sector context with high diversity saliency?

In order to answer this central question, the following sub-questions need to be answered:

- *What role does leadership play in the effectiveness of diverse teams?*
- *What is the impact of a context with high diversity saliency on the role of leadership in a diverse team?*

The combined answers to these research questions will not only answer the central question from which they are derived but also steer this research towards providing reliable and valid answers to the central question.

Relevance

This study has both practical as scientific relevance. First, the results of this research on how leadership affects the relationship between team diversity and team performance in an organizational setting characterized by high diversity saliency are essential, as the outcomes of this research may contribute to the organizational improvement of the Dutch Council for Refugees. Based on the results and recommendations, various modifications can be implemented, which may benefit managing and leading a diverse team and, consequently, the overall team performance. Second, since leadership is considered as a crucial factor to manage diverse teams and improve performance, the results and recommendations of this research may increase knowledge, insights, and perspectives of the Dutch Council for Refugees as well as

the manager leading the diverse team on how to lead a diverse team and improve performance. Thirdly, this research results may contribute to the "voices" of the Dutch Council for Refugees diverse employees are fully heard and or that their knowledge, skills, ideas, or other perspectives and insights are used to achieve performance. Fourthly, the results and recommendations of this research may contribute to minimizing the probability of problematic effects of diverse teams to intergroup relations, such as increased chances of having conflicts between team members or produce sub-groups within teams ("us and them"). Fifthly, for the team manager, the results and recommendations of this research may contribute to increasing knowledge, insights, and perspectives in relation to how the employees perceive their leadership style. This information may be valuable to improve the team manager leadership style in question. Finally, the results and recommendations of this research will hopefully provide the Dutch Council for Refugees with enough evidence and rationale to add more diversity or maintain a diverse team and be inclusive. Hopefully, this will be achieved through recommendations on how leadership can deal with the negative effects of diversity while simultaneously maintaining the positive effects of diversity in teams.

There are several reasons why this research is scientifically relevant and contributes to scientific knowledge. First, several authors have stressed that the effects of diversity for organizations are not yet explored sufficiently (Van Knippenberg & Schippers, 2007; Kearney and Gebert, 2009; Ashikali et al. 2020). To the best knowledge of this study, this is still the case to date, and for that reason, it provides a gap in the scientific literature. Therefore, this study has opted to research this subject more thoroughly by studying how leadership affects the relationship between team diversity and team performance within an organizational setting characterized by high saliency of diversity, to fill this gap and contribute to scientific knowledge to this theme. Second, according to Van Knippenberg et al. (2004), there are inconsistencies in research findings concerning positive and negative effects of diversity in teams and inconsistencies concerning adequately integrating the social categorization perspective and the information/decision-making perspective.

For this reason, among others, Van Knippenberg et al. (2004) developed the Categorization Elaboration Model (CEM). As indicated previously, this study will use this model to demonstrate what role two particular leadership styles, namely: transformative leadership style and inclusive leadership style, display in the relationship between team diversity and team performance within an organizational setting characterized by high saliency of diversity. Thirdly, to date, much research is conducted concerning the role of leadership and team

performance, but to a far lesser extent into team diversity and team performance; different types of leadership styles and team performance of diverse teams; and inclusive leadership and team performance. Fourthly, in order to gain a full understanding of the topic under investigation, attention should be devoted to the specific context. Since different settings imply different meanings concerning leadership, diverse teams, and performance the specific organizational context of the case under investigation is called for. Furthermore, to the best knowledge of this study, the majority of research performed concerning the subject of this study within the scientific literature is quantitative. Therefore, and in light of the aim of this study and correspondingly provide valid and reliable answers to the central question and sub-questions, this research has opted for a qualitative research design strategy. Although the semi-structured interview has its limitations, it has several advantages: providing qualitative data and allowing for open-ended responses from respondents for more in-depth information. Since this qualitative thesis has opted for a single case study approach, the semi-structured interview is a highly appropriate method to search deeper into issues and collect in depth-information.

Thesis overview

The structure of the study proceeds in four parts. The following chapter will answer the descriptive part of the research question based on existing literature. The main concepts, theories, and models relevant for this research will be set out. Besides, the relationships between concepts, theories, and models will be outlined, and arguments will be provided why they are relevant for this research. Further, an overview of existing knowledge concerning the topic under investigation will be elaborated on and how this research is connected to similar studies performed. Subsequently, chapter 3 will elaborate on the research design and methodology. The type of research used, how the data is collected and analyzed will be discussed here. Since this research will use qualitative data collection method, in the form of semi-structured face-to-face interviews; this chapter will elaborate on how this will be performed. Chapter 4 will provide a thorough analysis of the collected data and discuss the research findings. Finally, the concluding chapter will summarize, answer the research question, discuss the implications of this research, and provide practical recommendations for the Dutch Council for Refugees.

Chapter 2: Theoretical framework

Introduction

This chapter will set out the main concepts, theories, and models relevant for this research. First, the main concepts such as; diversity, leadership, and performance will be discussed. Also, the relationship between diversity and performance will be elaborated on. Besides, Van Knippenberg et al. (2004) Categorization Elaboration Model (CEM) will be analyzed. Subsequently, in the following section, the focus will be on theories concerning leadership's role. Two types of leadership styles will be issued here. Thereafter, the role of context will be examined. The final section of this chapter will illustrate the conceptual model of this research provide a brief summary, and discuss the propositions.

Diversity, teams, and performance

Diversity

Several scholars have stressed that teams or groups in organizations are becoming more diverse and that this trend will continue in the future (Randel et al. 2018; Kearney and Gebert 2009; Jacobsen & Andersen, 2015). Diversity has many dimensions, ranging from age to nationality, from religious background to functional background, task skills to relational skills, and political preference to sexual preference (Van Knippenberg et al. 2004:1008). Thus, diversity in teams refers to differences between individuals on any attribute that may lead to the perception that another person is different from self (Van Knippenberg et al. 2004:1008).

In addition, Kearney and Gebert (2009) conceptualize diversity as: "a characteristic of social grouping (e.g., a team, organization, or society) that reflects the degree to which there are objective or subjective differences among people within the group" (p.78). About the objective and subjective differences, Kearney and Gebert (2009) state: "they can indicate either separation (e.g., diverging positions, opinions, values), variety (e.g., heterogeneity with respect to task-relevant categories that the group member belongs to), or disparity (e.g., unequal distribution of valued resources)" (p.78). In the main, Kearney and Gebert (2009) stress in the same vein as Van Knippenberg et al. (2004) that all dimensions of diversity can give rise to positive and adverse effects. Kearney and Gebert (2009) support this claim by arguing that the impact of diversity on organizations are not fully understood. This is illustrated by the fact that there is little support for the plausible suggestion that directly task-related informational

diversity (e.g., variety concerning educational background) generally has more positive effects than does less directly job-related demographic diversity (e.g., differences regarding age or nationality) (p.78).

Closely related to diversity is the umbrella concept diversity management. Diversity management can be conceptualized as an umbrella term, referring to policies and interventions developed and implemented to effectively manage a diverse workforce (Ashikali & Groeneveld 2015:17). Diversity management can be motivated from a business case perspective, implying that diversity can contribute to organizational outcomes if managed effectively; therefore, diversity management is often defined as an instrumental approach to diversity (Ashikali & Groeneveld 2015). Meaning that it is intended to make use of various employee resources required to cope with an organization's complex environment and improve its performance (Ashikali & Groeneveld 2015:17). Furthermore, apart from the business case perspective or economic exchange based on the business argument, diversity management involves a social exchange, which implies creating a social environment that is inclusive of differences (Ashikali & Groeneveld 2015:15). To be precise, it involves developing a social context in which individuals feel they belong while having the opportunity to maintain unique identities. Thus, both the business perspective and the social exchange perspective are essential for effective diversity management in the public sector (Ashikali & Groeneveld 2015).

Teams

Teams can be classified as heterogeneous or homogenous (Williams and O'Reilly, 1998). However, this classification of teams by Williams and O'Reilly does not capture what a team is. Instead, it should be understood from the point of view of team diversity. From this perspective of team diversity, teams indeed can be classified in either heterogeneous, mixed teams (e.g., ethnicity, age, education, etc.) or homogenous teams (e.g., as similar as possible). Having this clarified, Cohen & Bailey (1997) define teams as: "a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact social entity embedded in one or more larger social systems (for example, business unit or the cooperation), and who manage their relationships across organizational boundaries" (p.241).

Performance

The features of team performance could be effectiveness, decision-making quality, and creativity and innovation (Van Knippenberg et al. 2004). Moreover, the elaboration of task-relevant information and perspectives, which will be discussed later in this chapter in more

detail, is in turn, as stated by Van Knippenberg et al. (2004), related to team performance. Thus, in conceptualizing performance, Van Knippenberg et al. (2004) emphasize creativity, innovation, and decision quality.

However, after conducting a literature review on the popular topic of performance in the public sector, public management performance is argued to be a highly salient notion ('O'Toole & Meier, 2011). For instance, 'O'Toole & Meier (2011) argue that the concept has acquired more importance in recent years as public organizations have struggled to deliver results under conditions of austerity. They continue: "the economic winds that have buffeted programs in many countries have often resulted in budget cuts, just as public service needs and demands have escalated" ('O'Toole & Meier, 2011:2). Further, the notion of performance occasionally generates confusion and is often used imprecisely ('O'Toole & Meier, 2011).

In a similar vein, Andrews, Boyne, and Walker (2006) state that previous research has demonstrated that organizational performance is a multifaceted concept. Andrews et al. (2006) argue that the reason for the notion of performance being many-sided are because public organizations are required to address a wide range of goals, some of which may conflict (p.14). Consequently, Andrews et al. (2006) argue: "public organizations are obliged to focus attention on multiple dimensions of performance" (p.14). Furthermore, Boyne (2002) isolated five conceptual categories after reviewing the numerous dimensions of performance, namely: outputs (quantity and quality of services), efficiency (cost per unit of output), effectiveness (achievement of formal objectives), responsiveness (includes measures of satisfaction as judged by clients, citizens, staff), and democratic outcomes (accountability, participation) (Boyne 2002; Boyne 2003; in Andrews et al. 2006).

Having this stated, 'O'Toole & Meier (2011) define performance as: "the achievements of public programs and organizations in terms of the outputs and outcomes that they produce" (p.2). Nevertheless, in this research, particular attention is paid to performance in terms of effectiveness.

Diversity and Performance

According to Van Knippenberg, Dreu, and Homan (2004), Williams and 'O'Reilly (1998) after conducting a comprehensive literature review, identified two main traditions in relation to team diversity and performance, namely: the social categorization perspective and the information/decision-making perspective (p.1009). In short, the social categorization perspective focuses on relational aspects within teams, while the information/decision-making

perspective concentrates on task-related elements of group processes (Van Knippenberg et al. 2004). Further, the social categorization perspective may produce sub-groups within teams ("us and "them"), and simultaneously give rise to problematic inter-group relations (Van Knippenberg et al. 2004). On the other hand, the information/ decision-making perspectives hold that diverse teams should outperform homogeneous teams, as diverse groups are more likely to possess a broader range of task-relevant knowledge, skills, and abilities that may lead to better performance (Van Knippenberg et al. 2004:1009). To sum up, diversity appears to be a double-edged sword. Thus, the scientific literature examined provides explanations for both positive as adverse effects of diversity, whereby the positive results are not set up automatically.

The Categorization Elaboration Model

In short, according to the CEM model, diversity within teams is positively related to the elaboration of task-relevant information and perspectives within the team—that is, to team members exchange, discussion, integration of ideas, knowledge, and insights relevant to the team's task at hand (Van Knippenberg et al. 2004). Elaboration of task-relevant information and perspectives is, in turn, related to team performance, in particular to team creativity, innovation, and decision quality (Van Knippenberg et al. 2004). In essence, Van Knippenberg et al. (2004) argue: "diversity in a team is expected to lead to the elaboration of task-relevant information and perspectives, in case the team has strong information-processing and decision-making components when the unit is highly motivated to process the task-relevant information and perspectives, and when the team members have high task ability" (p.1010).

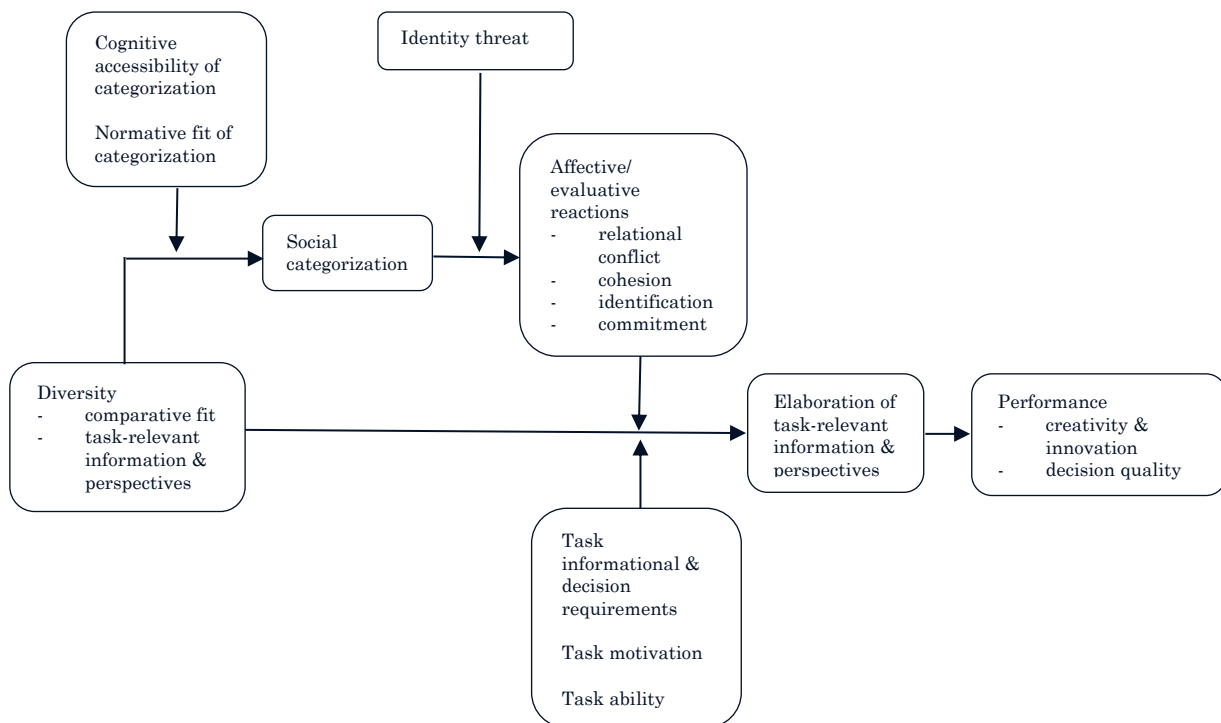
Additionally, concerning social categorization, the model suggests that sub-group categorization can negatively affect the elaboration of task-relevant information between team diversity and team performance (Van Knippenberg et al. 2004). Regarding social categorization, which can be explained as: "the differentiation between in-group others, who are subjectively similar to self, and out-group others, who are subjectively dissimilar to self." Van Knippenberg et al. (2004) argue: "the extent to which differences between team members produce social categorization is contingent on three factors: the cognitive accessibility, the normative fit, and the comparative fit" (p.1010).

Furthermore, in relation to identity threats, Van Knippenberg et al. (2004), in brief, argue that the distinction between social categorization and intergroup bias is vital because the potentially adverse effects of diversity identified in the social categorization perspective are connected to intergroup bias and not to social categorization per se. Moreover, intergroup bias is explained as: "more favorable responses to others categorized as in-group than others categorized as out-

group." Therefore, Van Knippenberg et al. (2004) stress that intergroup bias and not social categorization is disruptive to diverse teams. Van Knippenberg et al. (2004) continue: "intergroup biases negatively influence affective evaluative reactions to diverse teams and team members, in which these types of biases may be expected to translate into outcomes forecasted in the social categorization perspective (figure 1).

With respect to identity, Van Knippenberg et al. (2004) argue: "team members reflect on how individuals see the self, and because individuals value a positive and distinctive self-image, team members value a positive and distinctive group identity." Consequently, Van Knippenberg et al. (2004), continue: "intergroup biases are typically inspired by threats and or challenges to the value or the distinctiveness of group identity, whereas social categorization is less likely to result in intergroup biases in the absence of such threats and or challenges" (Van Knippenberg et al. 2004:1015). Thus, where threats and challenges are absent, diversity may be valued more than homogeneity (Van Knippenberg et al. 2004). The CEM model (figure 1) below exhibits The Categorization Elaboration Model in detail.

Figure 1: The Categorization Elaboration Model (CEM) of workgroup diversity and team performance.



Reprinted from: *Work group diversity and group performance: An integrative model and research agenda* (p.1010), by Van Knippenberg et al. (2004), *Journal of Applied Psychology*, 89, 1008–1022.

The role of leadership

According to Groeneveld (2019), "the connection between diversity and performance is complex and dependent on multiple factors on multiple levels, in which one of these factors is leadership and the extent to which leadership succeeds in creating a work environment in which employee differences are valued and utilized to inform work practices" (p.9). Accordingly, the following definition of leadership can be provided: "Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives" (Yukl, 2008:8). Previously described, two types of leadership styles are central to this study, namely: inclusive leadership and transformational leadership.

Inclusive leadership

Inclusion can be simply defined as: "individual is treated as an insider and also allowed/encouraged to retain uniqueness within the workgroup" (Shore et al. 2011:1265). Inclusive leadership is conceptualized by Randel et al. (2018) as: "a set of positive leader behaviors that facilitate group members perceiving belongingness in the workgroup while maintaining their uniqueness within the group as they fully contribute to group processes and outcomes" (p.1). In a similar vein as Randel et al. (2018), Ashikali et al. (2020) argue: "inclusive leadership considers team members differences and supports their belongingness to facilitate each team members contributions, rather than emphasize the need to assimilate towards collective needs or goals, as it is central to transformational leadership" (p.6). Thus, inclusive leadership focuses on: stimulating and valuing distinctiveness; ensures belongingness of team members; supports fruitful cooperation; enables team members to voice their ideas and perspectives through explicitly encouraging team members to discuss and exchange diverse opinions and ideas (Ashikali et al. 2020). In essence, inclusive leadership can provide prerequisites for teams to balance team member needs for uniqueness and belongingness to manage both positive as negative effects of team diversity (Ashikali et al. 2020).

To make clear, Brewer's (1991) optimal distinctiveness theory explains tensions associated with "human needs for validation and similarity to others (on the one hand) and a countervailing need for uniqueness and individuation (on the other)" (Brewer 1991; in Shore et al. 2011: 1264). According to Brewer (1991), individuals seek to balance these two needs through an optimal level of inclusion in groups they belong to (Brewer 1991; in Shore et al. 2011: 1264). Shore et al. (2011) argue: "to fulfill a fundamental human need of belongingness (defined as the need to

form and maintain strong, stable interpersonal relationships), people choose social identities with particular groups and seek acceptance into those groups" (p.1264). In contrast, Shore et al. (2011) continue: "if members of groups are perceived as too similar, then individuals become interchangeable, and the need for uniqueness (defined as the need to maintain a distinctive and differentiated sense of self) is unfulfilled, and when this need becomes activated, individuals define themselves in terms of category memberships that distinguish themselves from others by making comparisons with their group (e.g., I am different than others) or to others outside the group (e.g., our group is different than others)" (p.1264). Hence, although optimal distinctiveness theory implies that both needs are essential, situations can arise in which one or the other need becomes salient (Shore et al., 2011). Accordingly, Shore et al. (2011) define inclusion as: "the degree to which an employee perceives that he or she is an esteemed member of the workgroup through experiencing treatment that satisfies his or her needs for belongingness and uniqueness" (p.1265).

Inclusive climate is considered by several scholars as a prerequisite or as an antecedent for inclusion (Randel et al., 2018; Ashikali & Groeneveld 2015; Shore et al. 2011; Ashikali, Groeneveld, and Kuipers 2020). To be specific, Ashikali et al. (2020) argue that to encourage feelings of inclusion, a climate needs to be established where diverse individuals have the opportunity to be themselves and are treated as insiders, as well as learning from and utilizing the differences among team members (p.4). Relatedly, to understand inclusive climate at the team level, Ashikali et al. (2020), based on the work of Nishii (2013), issue two dimensions that are of particular interest for inclusive climate from which they are derived, namely: the integration of differences and the inclusion of differences in decision-making. In sum, "the integration of differences" and "the inclusion of differences" in decision-making could sustain an environment in which diverse individuals have the opportunity to be themselves and, simultaneously, to be group insiders (Ashikali et al. 2020:4).

With respect to the information/decision-making perspective, Ashikali et al. (2020) stress that adopting this perspective entails that the unique characteristics of team members are highly valued since these enrich the different perspectives that could be used for problem-solving, contributing to the value attached to team members belongingness and uniqueness (p.5). Second, concerning the social categorization perspective, Ashikali et al. (2020) state: "social identity theory posits that individuals tend to seek similarities with others, and based on the perceived similarities or differences, categorize people into in-groups and out-groups" (p.5).

Attributable to intergroup biases, fruitful discussions and the utilization of differences are obstructed by those considered out-groups (Ashikali et al. 2020).

In the main, diversity can have both positive and negative effects on team integration and inclusiveness. Since specifying either positive or negative link between team diversity and inclusive climate is also not plausible, the focus by scholars turns to the moderating role of inclusive leadership. Thus, since inclusive leadership involves behaviors that collectively facilitate all group members' perceptions of belongingness to the work group and that encourage group members contributing their uniqueness to achieving positive group outcomes (Randel et al. 2018:194). Ashikali et al. (2020) state: they will be successful in attenuating a negative relationship between a team's ethnic-cultural diversity and its inclusive climate, because in an inclusive climate all team members are valued for who they are and consequently, the different perspectives of all members are actively sought and considered, this would enable those group processes that are necessary to utilize the potential benefits of a diverse team (p.7). Ashikali et al. (2020) continue: "as such, it can be argued that inclusive leadership will moderate the relationship between team ethnic-cultural-diversity and inclusive climate to the extent that the potential negative relationship is weakened and a positive relationship strengthened" (p.7).

Transformational leadership

Transformational leadership occurs when: "leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group" (Bass, 1990:8). Bass (1990) continues conceptualizing transformational leadership as consisting of four dimensions, namely: idealized influence occurs when the leader serves as a role model, and employees ascribe ideal attributes to their leader; inspirational motivation calls for articulating an appealing and inspiring vision of the future and motivating, inspiring, and committing employees to pursuit it; intellectual stimulation occurs when leaders encourage employees to be innovative and creative; individual consideration involves providing special attention to the unique needs of employees provided through mentoring, coaching, and guiding (Bass 1990; in Jacobsen & Andersen 2015:831-832). According to Bass and Riggo (2006), transformational leaders: "stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their leadership capacity (Bass and Riggo 2006:3)".

Consistently, based on Bass's work and model of leadership, Jacobsen & Andersen (2015) argue in a similar vein that the core of transformational leadership theory is 'visionary leadership'

which can be described as: "the verbal communication of an image of a future for a collective to persuade others to contribute to the realization of that future"(p.832). Thus, transformational leadership is at its core, emphasizing vision and articulating a clear and inspiring vision (Jacobsen & Andersen 2015). Therefore, Jacobsen & Andersen (2015) state: "We see transformational leadership as a set of behaviors that seek to develop, share and sustain a vision intended to encourage employees to transcend their own self-interest and achieve organizational goals" (p.832).

Additionally, Kearney & Gebert (2009) concerning the social categorization perspective argue: "transformational leadership obviates adverse effects such as low levels of collective team identification in diverse teams, in which, these potential negative effects of heterogeneity can disrupt the team performance" (p.78). Hence, Kearney & Gebert (2009) take the position that transformational leadership constitutes a viable strategy for bringing to fruition the propitious effects and at the same time preventing the deleterious effects of different dimensions of team diversity, thus enhancing team performance (p.78). Furthermore, transformational leadership acts as a moderator. Kearney & Gebert (2009) state: "transformational leadership goes beyond a purely rational social exchange process by establishing an emotional bond between leader and followers-it engages the full person of the follower, including the higher-order needs, and thus enables him or her to perform beyond expectations"(p.78). In relation to the dimensions of transformational leadership (e.g., idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), Kearney & Gebert (2009) explain: "they are assumed to facilitate team performance by aligning team members goals and values and by fostering collective optimism, efficacy, and identification with the team and its objectives" (p.79). More specifically, furthering collective optimism and efficacy, while at the same time decreasing stress and uncertainty, Kearney & Gebert (2009) suggest that transformational leaders may facilitate a team climate whereby diverse input is appreciated and invited, rather than regarded as an annoyance, in which, transformational leaders are likely to foster collective team identification in a diverse team by establishing a superordinate social identity built around shared values and objectives while retaining the appreciation of and encouragement for each team members uniqueness (Kearney and Gebert, 2009:81).

Moreover, collective team identification is defined by Kearney & Gebert (2009) as: "the emotional significance that individuals attach to their membership in a given team" (p.81). Kearney & Gebert (2009) continue: "it is the emotional component of social identification that most adequately captures the motivational force that induces individuals to engage in

interaction with others (p.81)". In contrast, low collective team identification can arise as one such detrimental effect of low interpersonal liking and high levels of social categorization. Finding support in previous research, Kearney & Gebert (2009) essentially suggest that individuals in a team, for instance, favor interacting with those individuals in a team that are similar (homogenous), rather than individuals (e.g., "others"), that are dissimilar (heterogeneous), whereby, dissimilarity can activate less interpersonal liking and to socially categorizing others as out-group members, who are subsequently treated less favorably than in-group members. In the main, Kearney and Gebert (2009) posit that collective team identification partially mediates the moderating effect of transformational leadership on the relationship between diversity and the elaboration of task-relevant information. Thus, it is not by establishing a groupthink-like harmony that transformational leadership shapes collective team identification in teams, but rather by establishing an atmosphere in which all task-relevant information is shared and considered in the interest of obtaining the best possible team results (Kearney & Gebert 2009).

Inclusive and transformational leadership compared

Figure 2 on the next page, by Randel et al. (2018), highlights key points of comparison between inclusive leadership and transformational leadership styles. In the main, the following difference between the two leadership styles stands out: although, transformational leadership style has the potential to incorporate inclusive components, inclusive leadership both facilitates belongingness and indicates value for uniqueness in ways that are not fully addressed by other leadership styles such as transformational leadership (Randel et al. 2018). Thus, even though transformational leaders can use their vision to enhance member commitment to shared organizational goals yet, transformational leadership is not inclusive in nature (Randel et al. 2018). To illustrate, transformational leaders may share visions that focus on their greatness, charisma, and future success, while neglecting to facilitate team members' perceptions of belongingness in an inclusive manner (Randel et al., 2018).

Moreover, Randel et al. (2018), list several other related reasons why transformational leadership is not inclusive in nature. First, Randel et al. (2018), argue that transformational leader's communication about their visions does not typically involve acknowledging team members uniqueness; second, transformational leaders have a different focus than inclusive leaders, in that transformational leadership relies on the transformation of members to help them transcend their own immediate self-interest for the sake of the mission and vision of the

organization; Third, even though transformational leadership involves valuing the individual, its ability to achieve outcomes relies on "continuous people improvement" and a degree of assimilation of the team members into the collective by means of, transformational leaders ability to diagnose, meet, and elevate the needs of the team members to align with those of the collective; Fourth, it is argued that transformational leaders wield much power and influence over their followers through idealized influence in contrast, inclusive leadership is more likely to focus on facilitation and support of member perceptions of belongingness and uniqueness with the aim to allow team members to fully contribute to the success of the team; lastly, different from transformational leadership, inclusive leadership aim to help team members feel that they belong without changing key identities and that they can contribute their uniqueness to team efforts(Randel et al. 2018:194).

Figure 2: Inclusive and transformational leadership styles compared

Leadership construct	Characteristics	Sample behaviors	Key differences with inclusive leadership
Inclusive leadership	Behaviors that collectively facilitate all group members perceptions of belongingness to the work group and that encourage group members contributing their uniqueness to achieving positive group outcomes	<ul style="list-style-type: none"> - Supporting individuals as group members - Ensuring justice and equity within the group - Promoting individuals' diverse contributions to the group - Helping individuals fully provide their unique perspectives, and abilities to the work of the group. 	N/A
Transformational leadership	Influences members by broadening and elevating followers' goals and providing them with confidence to perform beyond the expectations specified in the implicit or explicit exchange agreement.	<ul style="list-style-type: none"> - Challenging member assumptions - Sharing compelling vision - Developing members - Establishing difficult goals 	Transformational leadership is focused on motivating and developing members based on organization's needs while inclusive leadership is focused on accepting members for who they are and allowing them to contribute their unique abilities and perspectives

Reprinted from: *Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness* (p.195), by Randel et al. (2018). *Human Resource Management Review*, 28(2), 190-203.

The role of context

The theory of representative bureaucracy infers several positive effects of representation in public organizations, such as perceptions of accessibility to power for groups in society and reflection of group preferences in bureaucratic decision-making, will affect a group's willingness to coproduce organizational outcomes and boost organizational performance (Andrews, Groeneveld, Meier and Schröter, 2016:2). According to several scholars such as Groeneveld et al. (2016), researchers should devote more attention to the role of context both theoretically as empirically when considering representative bureaucracy. Having considered this, the remaining of this chapter will examine these contexts more precisely.

External context of public organizations

Organizational environment

In relation to the organizational environment, three aspects of a bureaucracy's environmental context can be linked to the development of representative bureaucracies and their effectiveness, namely: target population diversity, the organizational setting, and policy area-identity linkages (Groeneveld et al. 2016). Target population diversity increases the task difficulty of program operations. The rationale being that diverse clients tend to have diverse needs and diverse perspectives on the bureaucracy and its program delivery, as such, it limits the ability of the organization to establish routinized processes that can effectively meet the needs of all citizens (Groeneveld et al. 2016). Thus, as the clientele becomes more diverse, it is expected that both the demand for bureaucratic representation would increase, as would the potential effectiveness from a more representative bureaucracy (Groeneveld et al. 2016:11). Further, the organizational setting encompasses the characteristics of the organization and how these characteristics shape the relationship between the clientele and the bureaucracy. For example, professional service organizations have high levels of expertise and vest discretion in street-level bureaucrats whereby the numerous cases of effective bureaucratic representation indicate such organizations can accrue substantial gains from representative bureaucracy with little risk (Groeneveld et al. 2016:11). In addition, policy identity linkages can be observed as the catalyst for representation in bureaucracies because values of a person that are linked to one's identity (e.g., ethnicity, religion, language sexual orientation etc.) can make a difference in the course of bureaucratic actions (Groeneveld et al. 2016). Though, two conditions have to be met, first, the bureaucrat's policy area has to also be related to that identity and the bureaucrat

has to have discretion. However, in practice Groeneveld et al. (2016) argue: "in many cases either bureaucrats have little discretion or the discretion that they possess has little impact on identity issues arising out of race or ethnicity" (p.12).

Internal context of public organizations

According to Groeneveld et al. (2016), in addition to the wider salience of an organization's setting and its policy sector, the structures of decision-making, distribution of power and the diversity climate within individual organizations are each contextual factor likely to shape bureaucrats' identities and the opportunities available to them to actively represent constituent groups.

Internal structure

Structural features and structuring activities are two essential sets of characteristics that jointly compromise the structure of organizations (Groeneveld et al. 2016). Structural features define the physical milieu in which organizational members work (e.g. size of an organization; managerial span of control; and administrative intensity (e.g., the ratio of administrative staff to production operatives)) (Groeneveld et al. 2016). Structuring activities are carried out by managers with the aim to deliberately shape the attitudes and behaviors of organizational members (e.g., the relative decentralization of decision-making, the formalization of job roles and responsibilities, and specialization) (Groeneveld et al. 2016). Further, Groeneveld et al. (2016) hold that both are likely to influence the identity of bureaucrats' and the level of discretion that they experience (p.13). Consequently, the potential for active representation to occur may only be realized where an organization's structure allows for multiple identities to co-exist within the workplace and ensures that opportunities to influence policy formulation and implementation are able to thrive (Groeneveld et al. 2016).

Diversity climate

In relation to diversity climate and as argued previously in this research when considering inclusive leadership, Groeneveld et al. (2016), claims whether diverse role identities are accepted within an organizational setting, and actually seen as a resource beneficial to the organization, is not only dependent on structural characteristics and power relations but also on diversity climate within the organization (p.16). Groeneveld et al. (2016), continues: "literature on inclusiveness builds on an integration-and-learning perspective on workforce diversity, which links diversity to work processes (the way people do and experience the work) in a manner that makes diversity a resource for learning and adaptive change" (p.16).

Summary

First off, figure 3 on page 29, summarizes the major concepts central to this study. In this model, leadership is perceived as a crucial factor in managing diverse teams and improving the performance of teams. Two particular leadership styles were identified (e.g., transformational leadership and inclusive leadership), and their conceptual underpinnings were elaborated upon. Accordingly, in light of the examined literature in the field of leadership in the public-sector context as well as diversity literature, this research takes the position that inclusive and transformational leadership styles can be effective leadership styles in diverse teams, in a public sector organizational context. Nevertheless, this has to be examined more thoroughly, before any conclusions can be drawn regarding how leadership affects the relationship between team diversity and team performance, which in turn may contribute to the Dutch Council for Refugees' organizational improvement. In addition, based on diversity management literature and representative bureaucracy literature, both the external (organizational environment) as internal context (organizational internal structure and diversity climate) of public bureaucracies were thoroughly considered. Taking these contextual characteristics of an organization into consideration among other things, thus, the nature of the tasks and work as well as the characteristics of an environment of an organization, one can determine whether diversity will become more critical for the performance of that organization. In other words, the three aspects of the organizational environmental context can be integrated to the case of the Dutch Council for Refugees. On the grounds that, this study anticipates that as the target group and clientele the Dutch Council for Refugees becomes more diverse, both the demand for representation would increase as would the potential effectiveness from a more representative organization. Second, in light of the organizational setting, the Dutch Council for Refugees may accrue substantial gains from representation with little risk as previous research has argued. Third, taking into account the policy identity linkages, the assumption is that since policy identity linkages can act as a catalyst for representation, the policy identity linkages could also make a difference in the course of action of the organization in terms of representation. In respect to the internal structures, power distributions, and the diversity climate, this study assumes that these contextual factors could facilitate shaping the organizations' identities and the opportunities available to them to actively represent their target group and clientele. Furthermore, giving consideration to both external and internal contextual factors, this study expects that high level of diversity saliency may be prominent and a characteristic of the context of The Dutch Council for Refugees. Successively, diversity saliency can be conceptualized as

the state and extent to which diversity ascribed to these contextual factors are noticeable and prominent. Therefore, keeping in mind that the primary process of the Dutch Council for Refugees concerning diversity is closely related to issues of diversity and inclusiveness, this study has in prospect high diversity saliency for the case under examination.

As a matter of course, a number of propositions can be formulated. First, the overall expectation in light of what has been discussed so far is that in a context of high diversity saliency, meaning a context whereby diversity becomes more decisive for the performance of diverse teams, the role of leadership in managing diversity processes also becomes more pressing. To clarify, one could argue that in the wake of a context of high diversity saliency, diversity becomes more important for teams, but also perhaps because the team displays more diversity than in a context with low diversity saliency, this makes the role of leadership in a diverse team more important. Primarily, due to the fact that what was discussed previously and what has been found in previous research, diversity in teams can lead to an increased risk of intergroup bias whereby these types of biases may be expected to translate into outcomes forecasted in the social categorization perspective such as low cohesiveness, interpersonal conflict, low identification with the team and low commitment. Concerning the information/decision-making perspective, the role of leadership becomes more urgent because leadership with regards to the positive effects of team diversity is needed as well. For instance, supervising diverse team members' ability to reconcile conflicting viewpoints and exposure to diverging and potentially surprising perspectives which in turn may lead to more creativity and innovation (Van Knippenberg et al. 2004). Accordingly, on the basis of this overall assumption, two sub-propositions can be formulated. First, the following sub-propositions regarding inclusive leadership can be formulated:

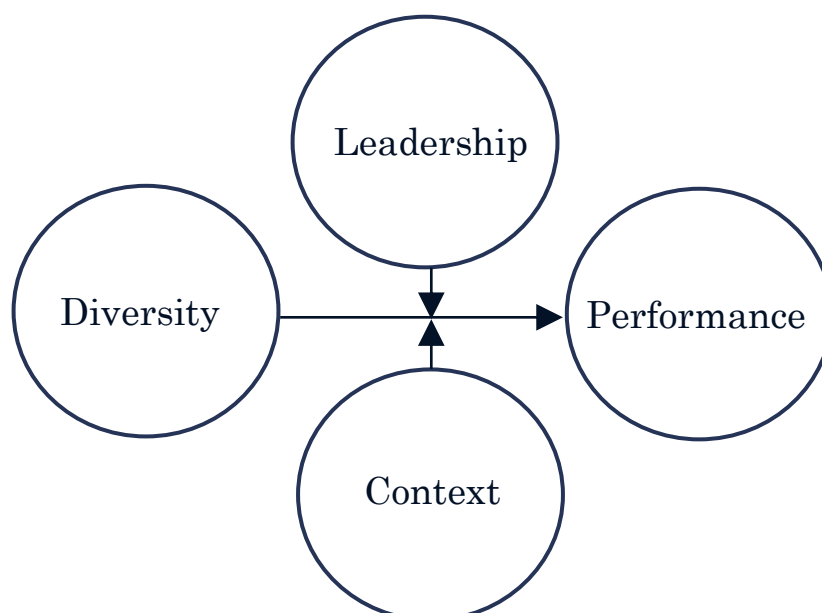
- 1) A context of high diversity saliency (in particular due to increasing diversity of target group and clientele; professional service delivery nature of the organization; and the policy area identity linkages of the team leaders), can catalyze into increased possibility for intergroup biases and exposure to diverging and potentially surprising perspectives. Subsequently, inclusive leadership through facilitating and supporting belongingness while at the same time stimulating and valuing uniqueness, may become more at stake to moderate the relationship between team diversity and inclusive climate, accordingly progressing team performance.

Second, the following sub-proposition can be formulated regarding transformational leadership:

- 2) A context of high diversity saliency (in particular due to increasing diversity of target group and clientele; professional service delivery nature of the organizational setting; and the policy area identity linkages of the team leaders), can effectuate in increased possibility for intergroup bias and exposure to diverging and potentially surprising perspectives. Subsequently, transformational leadership may become more at stake to moderate the relationship between team diversity and team performance, thus bringing to fruition the positive effects and at the same time preventing the negative effects of diversity in teams.

Thus, the effect of both leadership styles in diverse teams may become more at stake in this context of high diversity salience, as an increased possibility for intergroup biases and exposure to diverging and potentially surprising perspectives may be more frequently arising. Furthermore, considering that delivering a service to the diverse clientele is the primarily aim of the organization which could correspondingly advance the Dutch Council for Refugees aspirations for selecting and recruiting diverse employees to achieve performance indicators such as: producing innovation and creativity; better reconnecting with the clientele and target group; and addressing the needs of clients which in turn affects the ability of the organization to meet the demands of changing and diversifying contextual circumstances. These could further suggest why in this particular context the role of leadership in diverse teams is par excellence of importance.

Figure 3: Conceptual framework team diversity



Chapter 3: Methodology

Introduction

This chapter will discuss the case selection, data collection methods, and analysis, including procedure and measurement, and elaborate on this thesis's validity and reliability issues. First, descriptive information will be provided concerning this study's case, namely: The Dutch Council for Refugees. Subsequently, the qualitative research design strategy and the qualitative methods of data collection and resource materials will be elaborated on, including a thorough description of the procedure of conducting semi-structured interviews. Besides, this chapter will outline the data analysis methods of measurement and discuss the coding process. The final section of this chapter will argue the validity and reliability of this research.

Research design and case selection

To begin with, 675,670 asylum seekers applied for protection in the European Union or EU country in 2019, almost 75.000 more than in 2018 (Vluchtelingenwerk, 2021). Germany and France together received more than 40% of these applications (Vluchtelingenwerk, 2021). In 2020, 416,860 asylum seekers applied for protection in an EU country, one-third less than the year before (Vluchtelingenwerk, 2021). 63.455 Syrians applied for protection in 2020, making Syria again the country of origin with the most asylum applications, followed by Turkey and Algeria (Vluchtelingenwerk, 2021). Although a downward slope is visible in the statistics since 2015 concerning the asylum applications in the EU, the UN Refugee Agency-UNHCR estimated that 79.5 million people were fleeing war and violence in the year 2019 (UNHCR, 2020). This calculation is the highest number ever estimated. To put it differently, one percent of the World's population is fleeing war and violence in 2019, according to the UNHCR. Concerning the Netherlands, a downward slope is also visible. In 2020, 13,673 asylum seekers applied for asylum in the Netherlands (Vluchtelingenwerk, 2021). In 2019, this involved 22.533 new asylum applications (Vluchtelingenwerk, 2021). The number of family members reuniting with a refugee in the Netherlands has also decreased: from 4,179 in 2019 to 3,863 in 2020 (Vluchtelingenwerk, 2021).

The Dutch Council for Refugees represents refugees' and asylum seekers' interests in the Netherlands, from the moment of arrival up to and including integration into the Dutch society (Vluchtelingenwerk, 2021). The Dutch Council for Refugees is an independent non-

governmental organization with approximately 13.000 volunteers to protect those who had to leave their homes due to war, political violence, sexual orientation, ethnic origins, and or religion (Vluchtelingenwerk, 2021). The official mission of the organization is as follows: The Dutch Council for Refugees is an independent, broadly composed professional organization that, based on the Universal Declaration of Human Rights and with many volunteers, is committed to the protection of asylum seekers and refugees through personal support and advocacy in their admission, reception, and social participation, in The Netherlands (Vluchtelingenwerk, 2021). In short, the organization's vision reads as follows: refugees must find more legal and social security, and the Netherlands must contribute more to the problem-solving of major refugee crises (Vluchtelingenwerk, 2021).

Apart from this, The Dutch Council for Refugees tries to realize and bring the above stated vision and mission of the organization into practice by first of all, with the help of thousands of volunteers provide support to asylum seekers from the moment they arrive at the reception and detention centers and provide assistance to refugees who are trying to build up a new existence across the different municipalities in The Netherlands (Vluchtelingenwerk, 2021). The Dutch Council for Refugees tries to realize its mission by providing counseling during the asylum procedure; provide guidance and assistance with language and integration in the Dutch society; accommodation to work; special care to children and youth; support during family reunion; and general social support (Vluchtelingenwerk, 2021). Besides, The Dutch Council for Refugees is involved in international activities to realize its mission and holds strong ties with partner organizations across Europe (Vluchtelingenwerk, 2021). Domestically, The Dutch Council for Refugees is involved intensively in representing and advocating activities on behalf of Refugees in the Netherlands. The campaigns, projects, and other awareness-raising, representing, advocating, and educative ambitions of The Dutch Council for Refugees are aimed at the Dutch government, the general public, and other political institutions and organizations (Vluchtelingenwerk, 2021). Further, The Dutch Council for Refugees organization is active on both national and regional levels throughout The Netherlands (Vluchtelingenwerk, 2021). The organigram of The Dutch Council for Refugees can be visited on their official website.

Having this clarified, this qualitative thesis has opted for a single case study approach. The NGO, The Dutch Council for Refugees, in light of this study's aim and research objectives, is selected as an appropriate case to examine. In the concluding sections of chapter 2, the context of public sector organizations and its relationship with diversity was discussed. Among other things, it was stated that depending on the nature of the tasks and work as well as the

characteristics of the environment of a public organization, diversity will become more critical for the performance of that organization. First, although The Dutch Council for Refugees is an NGO and not a public sector organization, public sector context literature can be used to examine the case of this study. Primarily because in The Netherlands local governments not only hold the ultimate responsibility for refugees, asylum seekers and status holders in their municipality, but also act as a client for the Dutch Council for Refugees. Furthermore, both hold close ties in their tasks and work when it comes to accompanying refugees, asylum seekers, and status holders. This implies that the local government and the Dutch Council for Refugees act more or less in the same field and context. In addition, this implies that the dividing lines between the local government environment and NGO environment become blurry. Second, not enough research is conducted concerning the topics of this study in the NGO context. Often, studies are conducted in either the public or private context when it comes to diversity and leadership. Besides, the Dutch Council for Refugees as a civil society organization shows more characteristics of a public organization than a private one. Thus, the choice of this study falls down on public sector literature to analyze the case of The Dutch Council for Refugees. Furthermore, The Dutch Council for Refugees clients are ethnically and culturally diverse. Apart from this, The Dutch Council of Refugees has a history whereby former clients increasingly become employees of the organization. As such, The Dutch Council for Refugees can be typologized a unique NGO with high saliency of diversity and an appropriate and justifiable case in light of this study's aim and research objectives to examine diversity in teams, inclusive and transformational leadership and performance in such a context. Therefore, the assumption of this research is as illustrated in the conceptual model of this study, that diversity in teams can make all the difference for the effectiveness of that team particularly in the context in which these types of teams of The Dutch Council of Refugees operate, namely, a context which is characterized by a high degree of diversity saliency. Accordingly, leadership is expected to display a major influence on this relationship, as illustrated in this research's conceptual model. To put it differently, the expectation is that what has been found in previous studies in all kinds of contexts concerning team diversity, leadership, and team effectiveness is more strongly present in this particular research and context as well as perhaps due to other supplementary factors, reasons and mechanisms which this research will examine.

Methods of data collection

In order to realize the aim of this study and correspondingly provide valid and reliable answers to the central question and sub-questions, this research has opted for a qualitative research design strategy. The following qualitative research method was utilized: semi-structured interviews. The semi-structured interview consisting of pre-determined questions was used to interview the team leader as well as the team members of the Dutch Council for Refugees. Although the semi-structured interview has its limitations, it has several advantages: providing qualitative data and allowing for open-ended responses from respondents for more in-depth information. Since this qualitative thesis has opted for a single case study approach, the semi-structured interview is a highly appropriate method to search deeper into issues and collect in depth-information.

Sample

Four teams were selected to participate in this study. Diversity in teams was guaranteed in two ways. First, this study expected that taking the high diversity saliency of the context of the organization into consideration, the teams would show considerable levels of diversity as well in order to be effective. Second, both the contact person at the organization and team leaders were informed about the aims of this study beforehand. Through mail and phone, team leaders were asked if their teams were diverse. Next, a selection was made of four teams based on this diversity in teams' criteria. Further, all four teams fall under the same regional foundation. The regional foundations are independent organizations that are members of the Association for Refugees. There are five regional foundations in which each regional foundation covers (or part of) a province or several provinces and the municipalities that fall under it. For instance, The Dutch Council for Refugees North-Netherlands covers all locations in the provinces of Friesland, Drenthe, and Groningen. The regional foundation under which the four selected teams of this study fall under is called: The Dutch Council for Refugees in West-Central Netherlands.

Moreover, one team is located in the municipality Heemstede, two teams are located in the municipality of Hilversum, and one team is located in the municipality of Haarlem. The team located in the municipality Heemstede consist of 11 work coaches. One team located in the municipality of Hilversum consists of 8 work coaches. The other team in Hilversum is rather unique. This team is divided into four sub-teams that all fall under the same team leader. The four sub-teams are: language coaches, budget coaches, social counselors, and legal experts. The

total number of team members varies between 80 and 120. The vast majority of these are language coaches. 20 social counselors form one sub-team. 10 legal experts from another sub-team. The last sub-team consist of 6 budget coaches. The team in Haarlem is again divided in two sub-teams, the legal experts (6) and social counselors (11).

Respondents

Each team has one team leader and three team members that were willing to participate in this study. The total number of interviewers participating in this study is thus sixteen. In other words, four-team leaders and twelve team members participated in this research. All four team leaders are female, and three team members were men. Thus, thirteen were female from the sixteen participants in this research, and only three were men. Further, 1 participant is a budget coach, 2 participants are legal experts, 3 participants are social counselors, and 6 participants are work coaches. In addition, all four team leaders are highly educated in which they obtained at least a Bachelor's diploma. In relation to team members, only one participant is not highly educated. The average experience in management positions of the four-team leaders is 6.25 years. The average experience of the team members in their current position is 5.35 years.

Procedure

In December 2020, an email was sent to a contact person at The Dutch Council for Refugees, who works not only at the national level of the organization but is also active in the higher management spheres. All departments of the organization, whether local, regional or national, were invited to participate in this research, focusing on structured interviews directed at the managerial team leader level and professional team member level. In the follow-up letter sent by mail, the contact information of participants was requested. Most team leaders located at the regional and local levels responded and provided the requested information. From the six-team leaders that responded, two were left out of this research as they could only find one team member willing to participate in the semi-structured interviews. The remaining four team leaders and three team members of each team were finally selected to participate in this research.

Between the first of February and April 1, 2021, sixteen interviews were scheduled and held. Prior to each interview, the respondents were informed either through mail or telephone about the content of the interview and what they could or could not expect during the interviews. For instance, participants were informed about the duration of the interview. Each interview lasted approximately 1h. Further, this research has opted to interview the team leaders prior to interviewing their team members. For both, a consent form was drawn up that needed to be read

and signed in advance. The consent form is intended as basic information in which the participants in the research were informed about the design of the research, the procedure regarding how their data would be used and treated, and the risks associated with their participation in the research. Furthermore, due to the covid-19 measures imposed by the Dutch Government during the duration of this research, it was impossible to conduct interviews in the old-fashioned face-to-face manner. Therefore, in agreement with the participants, this research opted to do the interviews virtually. Participants were given the option to use one of the following online platforms: teams, zoom, or skype. Lastly, all interviews were recorded.

Methods of data analysis

Measurement

For instance, the concept of inclusive leadership is operationalized in the questionnaire by asking team members follow-up questions in relation to value for belongingness such as: "could you please tell a little more about if your team leader makes sure that you have "voice" in the team." Another example, individual consideration, which is a dimension of transformational leadership, was operationalized in the questionnaire by asking team members follow-up questions such as: "could you please explain if your leader provides special attention to your unique needs." Furthermore, in asking team members about the leadership of their team leader one of the most noted characteristic was the frequency of the words: "coaching," "guiding" and "mentoring" in the transcribed text. These answers were then coded as leadership style and subsequently categorized as individual consideration, which is a dimension of transformational leadership. Thus, after all interviews were transcribed and the necessary data had been collected, the iterative process could begin to analyze the data. The first step of the process was to code hands-on, page by page, and line by line in the text. After this, the codes were then categorized into groups to summarize and find patterns. Central was to determine how the codes relate. In the process of coding and categorizing, the purpose was to identify patterns such as similarities, differences, sequencing, and frequenting. This is necessary in order to find an explanation and or reach an understanding of the collected data, which in turn, is necessary to answer the research questions of this study.

Teams

In order to gather data regarding the team dynamics, social identification, elaboration of task-relevant information, questions were asked such as: "would you argue that your team is cohesive," "are there team members left out," "is there room and appreciation for individual

contributions each individual team member makes." These more concrete questions were asked in relation to teams as a follow-up and part of the overarching question how would you describe your team? In view of the open-ended nature of the questions and to take into account the individual respondents, the questions varied slightly from each other from respondent to respondent, this applied to all questions.

Leadership

In order to gather data regarding leadership, team members were asked about their perceptions of their team leaders' leadership behavior overarching questions were asked such as: "could you please tell me more about how you experience your team leader's leadership towards you, and towards the team that you are also part of." In relation to transformational leadership more concrete questions could be asked, such as: "could you please explain if your team leader encourages you to be innovative and creative." "Are you stimulated to think rationally and try tackle old problems in new ways"? In relation to inclusive leadership more concrete questions could be asked, such as: "could you please explain if you think that there is space for unique individual contributions you as a team member can make to advance the work that you are doing." Team leaders were asked questions such as: "could you please explain what you think is an effective form or role of leadership in supervising your team."

Diversity

In relation to diversity, both team members and team leaders were asked the following type questions: "could you please explain if you think The Dutch Council for Refugees is diverse in terms of gender, ethnicity, and age." "Could you please explain if you think that your team is diverse in terms of gender, ethnicity, and age."

Context

Team leaders were asked: "The Dutch Council for Refugees, is a rather unique non-governmental organization, particularly when we examine the context of the organization. For instance, the clients are refugees with diverse ethnic and cultural backgrounds, indicating the diversity of the external context. Consequently, the organization is also quite diverse as employees occasionally consist of former refugees as well, indicating the diversity of the internal context. What is according to you as a leader, the impact of this context on your role? Thus, on your leadership style or leadership in general". Furthermore, the complete list of interview items for team leaders is listed in table 1, table 2 lists the questions for team members.

All in all, the interview questions were developed after thoroughly examining the literature in the field, which also formed the basis for developing the conceptual framework of this research. For instance, Van Knippenberg et al. (2004) CEM model was used to develop questions in relation to teams and diversity. Apart from this, for developing transformational leadership questions, the Multifactor Leadership Questionnaire (MLQ-6s) was used, which is a sample form of the original MLQ-5x short, developed by Avolio and Bass (2004). In a similar vein, the inclusive leadership questionnaire developed by Ashikali et al. (2020) was used to develop open-ended questions for inclusive leadership.

Validity and reliability

Content validity is ensured in this research to the extent that interview items cover all aspects of the concept to measure. For instance, in measuring the concept of inclusive leadership. Interview items covered questions that both touched upon facilitating belongingness and value for uniqueness. To be specific, to measure value for uniqueness, follow-up interview items included questions as: "Could you please explain if you think that there is space for unique individual contributions that a team member can make to advance the work"? "Is this encouraged, supported, and or helped by you so that every individual team member can fully contribute"? Apart from this, the inclusive leadership questionnaire developed by Ashikali et al. (2020) was utilized to formulate interview questions. The Ashikali et al. (2020) inclusive leadership questionnaires are widely conceived as highly appropriate measurement questionnaires of inclusive leadership in terms of validity and reliability. Further, validity is ensured as there is one on one correspondence among underlying mechanisms of concepts in the conceptual model of this research and interview items. For instance, the interview question: "Could you tell me more about the impact of this context, so what distinguishes a biscuit factory from refugee work, on your leadership style over your diverse team"? Touches upon the concepts, diversity, leadership, and context and aims to find out what the relationship is between these concepts.

Accompanying, the trustworthiness and reliability of the interview items are guaranteed to the extent that interview items are formulated as precisely as possible. To illustrate, concerning transformational leadership, follow-up interview items covered all four dimensions of the concept. In addition, the interview transcripts and the coding of different respondents' interview replies further illustrates trustworthiness and reliability.

Table 1: Item list Team Leaders

Introductory

- Could you please introduce yourself in terms of professional career and background?
- Could you tell me more about your work, for instance about your position at the Dutch Council for Refugees, and what your duties and tasks are?
- Could you please tell me more about your team? For instance, how large the group is, what their functions are and daily activities and or if it is a diverse group?

Leadership

- Could you please explain what you think is an effective form or role of leadership, in supervising your team?
- Could you please explain how you ensure that your team performs and achieves the goals that have been set?

Team

- Could you please tell me more about if you have experienced that a team member or several team members perform less than expected within the team or that there are perhaps cliques resulting in for instance, feelings of us and them?

Diversity

- Could you please explain if you think the Dutch Council for Refugees is divers in terms of gender, ethnicity and age?
- Could you please explain if you think that your team is divers in terms of gender, ethnicity and age?

Context

- The Dutch Council for Refugees, is a rather unique non-governmental organization, particularly when we examine the context of the organization. What is according to you as a leader, the impact of this context on your role as a leader?
- Could you tell me more about the impact of this context, so what distinguishes a biscuit factory from refugee work, on your leadership style over your diverse team?

Conclusion

- You are a female leader and unfortunately, there are fewer female than male managers or in supervisory positions, that is the reality we are living in. Could you please explain if you have been treated differently or perhaps received negative reactions because you are a female supervisor?
- Based on what has been discussed so far, could you please explain what and how effective leadership looks like within the work that you do as team leader?
- Is there anything else you want to add?

Table 2: Item list Team Members

Introductory

- Could you please introduce yourself, in terms of professional career and background?
- Could you tell me more about your work, for instance, about your position at The Dutch Council for Refugees, and what your duties and tasks are?

Leadership

- Could you please tell me more about how you experience your team leader's leadership towards you, and towards the team that you are also part of?
- What distinguishes or characterizes your team leader's leadership?
- Within the leadership you just described what role does he/she play when it comes to team performance and individual performance of yours?

Team

- How would you describe your team? For instance, would you argue that your team is solid, close-knit, cohesive or not?
- Are there cliques within the team or perhaps team members, perhaps you, who do not feel they are part of the team?

Diversity

- Could you please explain if you think the Council for Refugees Netherlands is divers in terms of gender, ethnicity and age?
- Could you please explain if you think that your team is divers in terms of gender, ethnicity and age?

Context

- The Dutch Council for Refugees, is a rather unique non-governmental organization, particularly when we examine the context of the organization. What is according to you as a team member, the impact of this context on you and your team?

Conclusion

- Based on what has been discussed so far, is there anything else you want to add?

Chapter 4: Results and analysis

Introduction

This chapter aims to report, discuss, and analyze the research findings of this study to collect all the necessary ingredients needed to answer the central question of this research. First, a descriptive analysis will be provided regarding the collected data in relation to teams, diversity, leadership, and context. Subsequently, an analysis will be provided in which these separate elements of the conceptual model of this research are embedded in the context, whereby zooming in and thoroughly analyzing the underlying mechanisms of the model will be central.

Descriptive analysis

Teams

What immediately stands out from the collected data is that the size of the team influences the degree and extent to which the team members collaborate. In other words, the managers' span of control influences the degree of collaboration in the team. The larger the team, the less the team leader plays an active role in the team, and the more work is done independently. In addition, the function and expertise of the team members influence the extent to which the team can be characterized within a spectrum ranging from a team in which team members enjoy a lot of autonomy at one extent of the spectrum, to a team in which the team members can benefit from collaboration, thus, collaborative team at the other end of the spectrum. Language coaches have the most autonomy, followed by budget coaches and legal experts. Closer to the other end of the spectrum in which collaboration is more self-evident in the team, social counselors are the most collaborative, followed by job coaches. Nevertheless, apart from the language coaches excluded from participation in this research, all teams and team members enjoy a certain degree of work interdependency and need to collaborate to successfully fulfill their responsibilities in the team.

Moreover, budget coaches are responsible for the financial administrative affairs of clients. For instance, on behalf of their clients, they apply for surcharges at the Dutch tax authorities. Legal experts mainly deal with matters such as applications for Dutch nationality, family reunification, and housing. Job coaches are intensively involved in guiding their clients towards suitable work, entrepreneurship, and education. All other responsibilities that are necessary for the clients are performed by social counselors, such as overall integration in the Dutch society.

Diversity

Both team leaders and team members were asked the same questions in relation to diversity. The data shows considerable variation in relation to respondent's answers to organizational diversity questions. In other words, respondents hold different perceptions regarding whether their organization is diverse in terms of ethnicity, gender, and age. For instance, one team leader perceives neither The Dutch Council for Refugees as diverse nor her team in relation to the visible dimensions; ethnicity, gender, and age. In contrast, other team leaders do view the organization as diverse in terms of ethnicity but to a lesser extent age and gender. Regarding team members, the same observation can be made. For instance, one team member replied that the organization accurately reflects the Dutch demographic composition. Contradictory, other respondents of the same team viewed the organization as diverse in terms of ethnicity but to a lesser extent gender and age. Nevertheless, all respondents agreed that people of age and women are overrepresented in the organization.

With respect to respondents' answers to questions regarding diversity in their team, three out of four team leaders replied that ethnicity could be better represented in their team. The team leader that did find her team to be diverse in terms of ethnicity, is also the team leader with the largest group. Prior mentioned this team is rather unique as it is divided into four sub-teams: language coaches, budget coaches, social counselors, and legal experts. The total number of team members varies between 80 and 120. The vast majority of these are language coaches who work practically entirely autonomously with very little supervision from their team leader. Therefore, as stated by the team leader herself, the team's size could explain why she indicated her team to be diverse in terms of ethnicity. Although the team leader could not provide accurate numbers, she estimated that around 40 % were ethnically or culturally diverse. Regarding gender and age, she replied that women are overrepresented in her team, around 60 %. The team leader also indicated that team members above the age of 50 are overrepresented.

The other team in the City of Hilversum consists of 8 work coaches. In terms of ethnicity, 3 team members are ethnically diverse. In terms of gender, all 8 are woman. In terms of age, all 8 are between the age of 35 and 50. The team in Heemstede consists of 11 work coaches, 2 are ethnically diverse. In terms of gender 7 are female, and 4 are male. In terms of age, all 9 have an age above 50 of which 3 above 65 and retired. Furthermore, 1 is in terms of age below 40 and 1 below 50. The last team in Haarlem is again divided in two sub-teams, the legal experts (6) and social counselors (11). 5 social counselors are ethnically diverse and 2 legal experts. In terms of gender, 11 are female, and 6 are male. In terms of age, this team varies between the

ages 35-65. Regarding the team leaders, all four are female in which three out of four are also ethnically diverse. Besides, all three have an age between 35-45. The other team leader is 57 and native Dutch.

Overall, concerning age diversity, the following trend seems to be evident across the different departments and teams of the Dutch Council for Refugees. Young people (18-30) work at the Dutch Council for Refugees primarily as interns. Consequently, they usually leave the organization when their internship is done. People of middle age (30-50) usually do paid work on a full-time basis. People of older age (50+) usually work as volunteers. Nevertheless, in relation to age, people of age seem to be overly represented in the smaller municipality of Heemstede compared to the teams in larger cities of Haarlem and Hilversum. Regarding gender, the overall perception is that females are overrepresented in contrast to men. What is particularly noticeable is that females are more represented in teams in larger municipalities such as Haarlem and Hilversum compared to the smaller municipality of Heemstede. The same can be observed concerning diversity in terms of ethnicity. The larger teams in large municipalities show more diversity in terms of ethnicity compared to the smaller municipality of Heemstede.

Leadership

The four-team leaders show similarities and differences in leadership behaviors. Prior to analyze and describe team leader's behavioral differences, an overview will be provided on how the leadership behaviors of the four-team leaders can be characterized jointly.

Similarities

INCLUSIVE LEADERSHIP

In the context of inclusive leadership, it seems that the team leaders to a certain extent and in different degrees, touch upon behaviors that can be observed as collectively facilitating all team members perceptions of belongingness to the team and behaviors that encourage team members to contribute their uniqueness to achieving positive team outcomes. Facilitating belongingness may be regarded as a leadership behavior when considering phrases such as:

"I feel accepted by the team", "We have a solid team", "I feel supported to be part of the team", "shared decision-making is present" "I feel there is equity in the team", "I feel treated fairly and equally", "of course I feel treated fairly and equivalent", "Yes I am supported to be part of the group", "We start the meeting whereby everyone must take the word and Voice", "I feel accepted by other legal experts", "yes she shares decisions about cases", "I can express my Voice, yes", "The team leader shares the decisions she makes", "I feel treated fairly and equal, I don't know about the

others", "Yes there is space for expressing opinions, seeking consensus and negotiating compromise"
[employees.].

Regarding value for uniqueness, one team member replied:

"Last week I had drawn up a document on my own initiative and then I showed it to the Team leader she offered help and support she said: 'very good totally fine but I do have some comments and adjustments may you should look at it'. You know like right away" [employee team 3.].

Another team member stated:

"I was talking with my team leader about my personal development within the organization she was absolutely open to for it and yes we have nice conversations and very nice that she supported it and that it went well...I am also currently a part-time team leader in Lelystad and my team leader let me do team meetings and I am going to evaluate her functioning latter on hahaha...quite funny actually"
[employee team 4.].

Regarding value for uniqueness, one team leader stated:

"I have an eye for who is not herself that day"[team leader 2.].

As explained previously, one team member in question was more calm than normal. The team leader also mentioned that the reason the team member was quiet during team meetings has to do with the fact that the team member in question is very insecure and in order to help her the team leader in question complimented her during one on one meetings and gave her points of advice concerning what she could share during the next team meeting. The team leader stated:

"From one on one conversations with her I knew she knew allot about that topic so for me it was the task to motivate her to share it in a group setting" [team leader 2.].

Apart from this, two team member respondents used the wording inclusive. Interestingly, this team leader showed books that she was reading about diversity inclusiveness and leadership, and she ends her emails with diversity and inclusiveness quotes. To provide an example of one of her quotes:

"We need to give each other space to grow, to be ourselves, to exercise our diversity. We need to give each other space so that we may be both give and receive such beautiful things as ideas, openness, dignity, joy, healing and inclusion", Max de Pree.

TRANSFORMATIONAL LEADERSHIP

In respect to transformational leadership, it seems that the team leaders show collective behaviors that can be observed and classified as individual consideration and intellectual stimulation but to a lesser extent inspirational motivation and idealized influence. Individual consideration may be observed due to team leader's phrases such as:

"I support, mentor, coach, and guide my team members," " I give personal attention to my team members," " my team members want attention for who they are," "sometimes I am like a proud mother, I am here for them you know," " I have an eye when I see someone is not herself. "

Team members replied:

"She is always available," " I can contact her for personal things," "she answers very quickly, either through the mail, phone or whatever," "she is always there when you want to spar about a case or when you need help or assistance," " I can contact her for personal things, I have only done it once though."

Individual consideration may also be evident when considering the following:

"During the meetings or one on one when I see at a certain point that someone who is usually very active and involved and takes the word allot during meetings all of a sudden does not tell much at all, then I will for instance call that person and ask: how are you doing? You know like what's wrong? You are always very active and now since the last two times that I have seen you, you are very... well you hold back. Is there something you want to tell? Has something happened between you and another team member?" [team leader 2].

As far as intellectual stimulation, it seems that the team leaders stimulate problem-solving with the aim that team members try new ways to tackle problems and, in the process, motivate them to reason and think rationally. For instance, certain job coaches are motivated to find a suitable job for their clients. This could be the case when a status holder is highly educated or when the status holder practiced the profession of a lawyer in his/her country of origin. The team leader will then set clear goals and expectations, such as plan B and plan C, in finding suitable work as learning the Dutch language and exercising the profession of a lawyer in the Netherlands in one year is not realistic. Apart from this, team leaders have knowledge of the content of the work and are experts in their field. The team leaders use their knowledge and expertise to enable team members to look at cases from a different angle when they get stuck. One subordinate replied:

"If I have questions yes or if I think I am not sure how to approach this uhm ... I think I have thought everything through, but my team leader has so much experience and years of experience and knowledge, and if I think I am going to ask her now then that's always an option and then she shares that, but because she has a case load that's endless, she tries to stimulate me briefly and concisely, did you look at that case there...or did you approach it from these legal points of view" [employee team 4.]

Another team member replied:

"If you want to discuss problems, then there is certainly space and room for that, and what I already said, she says: try this or O, have you looked at it that way? You are stimulated yes, and I also have the feeling that my expertise is simply being used. I do not have the idea that I could there or there contribute more or that something that I have to offer was not used" [employee team 2.]

Differences

INCLUSIVE LEADERSHIP

Although in the context of inclusive leadership, it seems that the team leaders to a certain extent and in different degrees touch upon behaviors that can be observed as collectively facilitating all team members perceptions of belongingness to the team and behaviors that encourage team members to contribute their uniqueness to achieving positive team outcomes. One particular team leader seems to focus more on facilitating belongingness, causing a disbalance between facilitating belongingness and value for uniqueness. For instance, one subordinate of this particular team leader replied:

"One thing I was a bit displeased about, I am a leadership and intercultural expert I worked at the highest levels of KLM I advised on intercultural leadership matters, she made an intercultural training session and she did that in a group setting with other job coaches, afterward she came to me and said: I entered your area a bit. I did not mind that that she did but I would have liked it beforehand if she had involved me. Uhm...that is how I think about it. That she came to me and asked: how do you see this? Do you want to play a part in it? That could have been done better, I have something to offer we could have done this together. This was the only moment I thought she could better use my unique abilities and knowledge" [employee team 1.]

The data shows, and as indicated by two team members, that there seems to be a solid core of three job coaches that are members of the team of this particular team leader since the very start.

TRANSFORMATIONAL LEADERSHIP

Although it seems that all four team leaders show collective behaviors that can be observed and classified as individual consideration and intellectual stimulation but to a lesser extent inspirational motivation, and idealized influence. The data also shows variation regarding the latter two dimensions. For instance, idealized influence is present to the degree that subordinates showed loyalty, respect and ascribed ideal attributes to one particular team leader. Two respondents even stated that they saw this specific team leader as their role model. However, when asking for clarification, their answers were rather vague. One responded replied:

"For me she is the personification of the Council for Refugees Netherlands" [employee team 1].

Another respondent replied:

"I spent my entire working career in coaching managers, if I could recommend one person at my former employer KPN, well she would show them how to do it" [employee team 1].

Nevertheless, none of the respondents mentioned anything about charisma. With reference to the other three team leaders idealized influence could be observed to the extent that team members trust, respect and feel good around their team leaders. However, none of the remaining subordinates perceived their team leader as their role model, and charisma was not mentioned at all.

Inspirational motivation cannot be attributed to this particular team leader in analyzing the collected data. Although two team members replied that the team leader inspires them and has a clear vision, both could not argue her inspirational message. However, she does motivate her team members when their motivation is low. Another team leader seems to exercise inspirational motivation to the extent that she motivates and because this particular team leader is a peer counselor and has a heart for helping refugees. This team leader seems to motivate to an extent that her team members find meaning in their work. As one subordinate replied:

"Her commitment and sincerity are the real thing, she really does it with her heart, you can feel that and you notice that, and that is just very positive and also works positively in what I do as a job coach" [employee team 2].

However, inspirational motivation is not exercised by this particular leader if we consider phrases such as:

*"you mean motivating and not inspiring? ", "she puts more in perspective than that she inspires",
"inspiration is a big word" [employee team 2].*

Another team leader exercises inspirational motivation as one team member replied:

" She inspires me...no I really mean that, absolutely...not the way you phrased it like Martin Luther King which is a hero by the way, but what is really beautiful about her is that you can see that in her...we guide people and provide support we give them legal advice we try to help people and everyone is entitled to that advice and that guidance and sometimes it will be more hopeful and sometimes well it will be hopeless and what I see in her as a leader is that she uhm...yes, she tries to see opportunities but can also be very realistic if that really is the case, so yeah that's something she does very well. Realistic goals and certain positivity in communication and a way of communication that we can achieve it. So yes, in that respect I find her inspiring so yes in that respect I have to say that this is also a completely new world for me I come from that hard-financial world you know, I learn a lot from her in that respect" [employee team 4].

The last team leader seems to practice inspirational motivation to the extent that this particular leader uses symbols, images, and metaphors, and in doing so, she makes her subordinates' work significant. For instance, the team leader stated:

"I always tell my team members that the volunteers are the gold that run through the veins of the Council for Refugees Netherlands" [team leader 3].

One subordinate replied:

"Yes, she certainly inspires, because of her knowledge and also because of how she is as a person because she is indeed someone who is very fond of relationships, I am less interested in that so I feel indeed..." [employee team 3].

Context

Before all else, as stated previously, the data shows that there seems to be variation between the four teams in relation to diversity (e.g., age, gender, ethnicity). This study also anticipated that as the target group and clientele become more diverse (since refugees from other regions and countries find their way to the Netherlands), both the demand for representation would increase, as would the potential effectiveness from a more representative organization. This expectation seems to hold to the extent that the large team in the City of Hilversum shows greater diversity in terms of ethnicity for instance (approximately 40%) due to the fact that their target group and clientele has become more diverse compared to the smaller team in Heemstede

were approximately (approximately 17%) is ethnically diverse. Besides, the team leader of the large team in Hilversum replied:

"Within the organization of the Dutch Council for Refugees as a whole, I think, we have a diverse group in terms of ethnicity because you see more and more people with different cultural backgrounds either as former refugees or from other regions of Europe. So, you often see ex-refugees who are in our organization and what you notice is that there are a lot of women active" [team leader 3].

Another team leader in Hilversum replied:

"The organization is starting to become more diverse than a few years ago, the management team still includes women but all of Dutch descent, ...in recent years there have been more newcomers and people from different cultural backgrounds, but my team is not diverse, in terms of age it is, but in terms of gender it is not and in terms of ethnicity we have a newcomer with a different cultural background...and your other question...well it depends from year to year and the trajectories we have, it also depends on which municipality we are active" [team 2].

Apart from this, it can be argued that the organization has also become more effective due to this increased representation considering for instance that interpreters from more different cultural backgrounds and ethnicity have entered the organization to meet the increased demand for representation. Thus, this expectation seems to hold ground.

Second, considering the organizational setting this study anticipated: The Dutch Council for Refugees can be typologized as a professional service delivery organization having high levels of expertise while at the same time vest discretion in street-level bureaucrats (e.g., job coaches, social councilors and other volunteers) whereby the numerous cases of effective bureaucratic representation indicates that an organization such as the Dutch Council for Refugees may accrue substantial gains from representation with little risk. This assumption seems to hold to the extent that the Dutch Council for Refugees can indeed be typologized as a professional service delivery organization having high levels of expertise while at the same time vest discretion in job coaches, social councilors, and other volunteers. As one team leader replied:

"I rarely speak to status holders, I contact my volunteers. That means that I also uhm...sometimes have no clear view at all, but when someone gets stuck, I can say: 'you could do it this or that way'...but I try not to overrule them I rarely overrule my team members. I see myself more as their sparring partner and from my expertise I have a certain preponderance, but not from my position, I really try to use that as little as possible" [team leader 1].

As one subordinate replied:

"Uhm autonomy...yes autonomy. Your own responsibility and uhm...she trusts us very much and we do our own thing, uhm...we are also very independent when we have to...I think that is very good to. We have the necessary experience and uhm...yes so, we know quite well what we are doing. So, she does it a lot in the sense of uhm...organizing things and sharing information we have enough space and options to ask for advice about certain things" [employee team 3].

Third, previously the following assumption was stated. Since policy area identity linkages can act as a catalyst for representation, the policy identity linkages may make a difference in the organization's course of action in terms of representation. The data shows that it seems that values that a team leader possesses which are linked to one's identity (e.g., ethnicity, religion, language sexual orientation etc.) can make a difference in the course of actions to the extent that it can act as a catalyst for representation. Explaining, the team leaders are ethnically diverse. Only one team leader is native Dutch. What stands out from the data that it seems that the team leader's ethnicity influences the level of representation either positively or negatively in terms of age and ethnicity. For instance, the native Dutch team leader in charge of who she hires argued that she favored hiring people of age and people other than the target group or clientele. In contrast, the other three team leaders also in charge of who they hire argued that considering the organization's context, hiring from the pool of the target group and clientele could be viewed as a force of strength. To illustrate, one team leader replied:

"Emotional relating is an advantage, not only in my relationship with my team members or clients but also in my relationships with all the stakeholders, because I do not have to tell a story that is not mine, I tell when I am at the municipality, and I talk to aldermen or policy makers, If I speak I tell them something that I have experienced...if the case is different the feelings are the same and uhm...I have lived among the Dutch citizens long enough to be able to take both perspectives with me so yes...I am among all those cultures" [team leader 2].

The above phrase also illustrate that three out of four team leaders are experienced practitioners. Although being an experienced practitioner is not necessary, it makes it easy for a team leader of the Dutch Council for Refugees to exercise their tasks and responsibilities. Besides, it seems that identity can act as a catalyst for representation if we consider the variation between the teams in terms of age and ethnicity. Furthermore, with respect to the internal structures, power distributions, and the diversity climate. This study anticipates that these contextual factors will facilitate shaping the organizations' identities and the opportunities available to team leaders to actively represent their target group and clientele. First, the Dutch Council for Refugees can be

typologized as a prominent organization dispersed over multiple regions across the Netherlands. Therefore, it was expected that due to the organization's size, it would be much more difficult to develop and establish values and attitudes that run against the dominant culture as previous research has shown and that the work environment in such organizations may be less inclusive. Nevertheless, it seems that this expectation does not hold in the context of the teams investigated. A possible explanation could be that employers show affinity with their regional department, whereby it could be argued that a dominant culture across all regions is absent. To this extent, the provincial departments could be regarded as small to medium-sized organizations that would make it much easier to develop and establish values and attitudes that run against the dominant culture.

Second, research has shown that a wide manager span of control can result in a more significant prospective for active representation. Considering that the team leader with the widest span of control must accord those subordinates the discretion to make decisions independently due to time limitations. This expectation seems to hold ground also because the team leader with the widest span of control supervises the team that shows the most outstanding level of diversity in terms of age, ethnicity, and gender.

Third, considering that the team leaders are in charge of hiring their team members it can be argued that the degree of centralization in the organization is low. Representing does not only occur at higher senior levels but also at the lower and middle managerial levels. Participation in decision-making occurs, and power distribution seems decentralized as discretion is present in other levels.

Fourthly, as argued previously, both the team leaders as subordinates have job autonomy although in different degrees. Research shows that active representation occurs more in contexts with lower levels of formalization. Lastly, regarding diversity climate, the expectation that it will facilitate shaping the organizations' identities and the opportunities available to team leaders to represent their target group and clientele holds actively. As illustrated previously, most of the team leaders have accepted diversity and see it as a resource beneficial to the organization. In terms of the big picture, the next section of the analysis will discuss the propositions by demonstrating how leadership manifests in diverse teams in a public-sector context with high diversity saliency.

Analysis

This section of the analysis will touch upon the central question of this research by demonstrating how leadership manifests in diverse teams in a public-sector context with high diversity saliency. Reviving that the overall expectation of this research was that in a context of high diversity saliency, meaning a context whereby diversity becomes more decisive for the performance of diverse teams, the role of leadership in managing diversity processes also becomes more pressing. In the extension of, two sub-propositions were formulated touching upon inclusive and transformational leadership. The analysis shows that both seem to hold to a certain extent and in different degrees.

Facilitating belongingness and valuing uniqueness.

In the first place, the descriptive analysis has demonstrated that it seems that the team leaders to a certain extent and in different degrees, touch upon behaviors that can be observed as facilitating and supporting belongingness while stimulating and valuing uniqueness. Without fear of repetition, this was illustrated by respondents' phrases such as:

"We start the meeting whereby everyone must take the word and Voice," "Yes, I am supported to be part of the group."

Furthermore, respondents mentioned little about interpersonal or relational conflict, low commitment, or identification with the team. In preference, respondents replied that there is a high cohesiveness in their team and that they feel part of the team. This could indicate that the respondents either provide socially desirable answers, or the teams are more homogenous than initiated. Nevertheless, an alternative could be that inclusive leadership is practiced diminishing the negative aspects of diversity in team.

Developing, supporting and motivating.

With reference to transformational leadership, the descriptive analysis has demonstrated that it seems that the team leaders to a certain extent and in different degrees, touch upon behaviors that can be observed as individual consideration, and intellectual stimulation but to a lesser extent inspirational motivation, and idealized influence. Further, idealized influence is present to the degree that subordinates showed loyalty, respect, and feel comfortable around their team leader. Certain team leaders practice inspirational motivation to primarily motivate with the aim that subordinates find meaning in their work. Without falling in repeat, this was illustrated by phrases such as:

"she is always there when you want to spar about a case or when you need help or assistance", "she tries to stimulate me briefly and concisely, did you look at that case there...or did you approach it from these legal points of view"?

Moreover, the conditions that characterize the context as high diversity saliency were identified. In connection with the external environment, the descriptive analysis argued that all three aspects of the organizational environmental context (target population diversity, organizational setting and policy area-identity linkages) could be linked to the Dutch Council for Refugees organization. In view of the internal context, the descriptive analysis has demonstrated that the internal structures, power distributions, and the diversity climate will facilitate shaping the organizations' identities and the opportunities available to them to represent their target group and clientele actively. Taking this context into consideration, the impact on the role of leadership in a diverse team can be decided. First, due to the direct consequence of increased demand for representation from the target group and clientele, the teams are becoming more diverse, in particularly the teams in the Cities of Hilversum and Haarlem. Thus, diversity is increasingly becoming more decisive for the performance of diverse teams, considering that the demand has increased and the potential effectiveness of representation. In turn, the team leaders' role has become more pressing, primarily to manage diversity processes effectively.

All in all, the data shows that the team leaders are in charge of recruiting and selecting employees for the organization; therefore, as a consequence of their actions, the organization is becoming more diverse (except one team leader that does not view diversity as a strength). Thus, one impact of the context on leadership is recruiting and selecting from the target group and clientele. In turn, a diverse workforce improves the teams' ability that the team leaders supervise to improve relationships, better match the concerns of, and find affiliation with the target group and clientele, which in turn affects the team's effectiveness. Further, the team leader's role in managing diversity processes becomes more urgent in this context as the teams are more diverse and due to this increased diversity in teams, it can lead to more creativity and innovation (if properly supervised by the team leaders) in providing a service to the diverse clientele. Besides, because the teams show characteristics similar to those of the clientele increasingly, it can be argued that it also increases the team's chances for success. It seems that this is more evident in this context than in another context where the clientele and target group are not fully diverse.

Additional processes and findings.

Based on the coded data, numerous additional processes and items can be identified characterizing the leadership behaviors of the team leaders in supervising their diverse teams.

Cultural sensitivity, empathy, awareness

Cultural sensitivity in the context of this research refers to the team leader's ability to be aware that cultural differences and similarities exist between team members without assigning them a value such as: positive or negative, better or worse, right or wrong. Cultural sensitivity involves having the knowledge, awareness, and acceptance of other cultures and other's cultural identities. Related concepts are cultural awareness and cultural empathy. At the same time, cultural awareness practiced by team leaders refers to primarily to being aware of differences and similarities. Cultural empathy refers to team leaders who are more tolerant of the differences of team members from other ethnicities and cultural backgrounds. One team leader replied:

"There is a group of highly educated refugees that work here...they are people who just go slowly in the process who need a lot of coaching and this kind of things when you are sensitive to other cultures and quickly understand what people mean without actually expressing that, it helps enormously in the guidance what we do. Because in the beginning, people will certainly run to language problems as they only speak Arabic very well and are not able to express in Dutch accurately what they mean. The moment they say three words and you already have like Yes! I know what you mean. This will make the conversation much easier. I notice that we very often have other organizations that contact us like ee we do not know how to approach this client we cannot figure it out. We don't understand what they mean. Can they contact you to see what exactly is the problem"? [team leader 4.]

What this example of the team leader also illustrates is that it can be argued that cultural sensitivity can be linked to inclusive leadership behavior, particularly that of facilitating belongingness.

Intercultural communication and diverse communication

Intercultural communication is simply put the process of communicating with people from other cultures verbally and non- verbally. Diversity communication in the context of this research can be described as the team leader's ability to for instance, respectfully communicate with their diverse workforce whereby people's diversity is considered when delivering the message. One team leader replied:

"Communication is very important certainly...I also believe that very often it has to do with whatever you radiate as a person. I am very open and cheerful when you see me then I laugh and the I say

something. So very often what I get back from people as feedback is that I am accessible because I capable of stopping people and look them in eyes and ask them what's wrong? I laugh. That's something I think they can feel and consequently, they can tell very consistently what the issue is"
[team leader 4.].

This in combination with the previous example whereby the team leader stated:

"The moment they say three words, and you already have like Yes! I know what you mean. This will make the conversation much easier".

Shows how the team leaders have gained extensive experience communicating with an intercultural diverse workforce and clientele.

Open-mindedness and diversity mindset

Simply put, open-mindedness refers to the team leader's receptiveness to new ideas, perspectives, and opinions. Open-mindedness also relates to how team leaders approach the views and knowledge of their diverse workforce. Diversity mindset in turn refers to the ability of the team leader in question to see the value of diversity in different situations whereby emotional intelligence is required to understand different perspectives and points of view and at the same time consider these views. As the descriptive analysis of this research has demonstrated, team members of all four team leaders in different degrees and with few exceptions, has showed that team leaders welcome diverse viewpoints, perspectives and ideas.

Flexibility, transparency, and adaptability

Flexibility refers to the team leader's ability to modify their leadership to circumstances whereby they can revive their approach, incorporate new perspectives, and overcome challenges while still achieving the set goals for clients. Transparency refers to team leader's accountability and openness. Adaptability in turn refers to the leader's ability to adapt in different circumstances. Regarding flexibility, one team member replied:

"She is very flexible, she allows people speak for a long time in expressing their opinion...when we propose we will tackle this in this manner or whatever...then she first starts a very nice story going left, right, up...finally she will arrive at her point, how are we going to tackle this?" [employee team 2.].

In acting upon flexibility, the team leader in question demonstrates that she is open to new ideas, perspectives and views; thus, she exercises transparency. In relation to adaptability, one team leader used phrases such as:

*"Uhm...I am still the team leader haha...but the colour of my jacket well like a chameleon",
"Sometimes you have to put on a chameleon shirt towards other people, so that you meet each other in
the middle or in the beginning a little more to their side but eventually meet each other in the middle"*
[team leader 1.]

Emotional stability and emotional involvement

Emotional stability refers to team leader's ability to remain stable and balanced, especially towards their subordinates. This is the case regardless of whether the team leader supervises job coaches, legal experts, or social counselors. Their subordinates, irrespective of their expertise, find themselves in situations where they are highly motivated to improve the livelihood of their clientele. Occasionally, their clients have post-traumatic experiences or are highly educated, but finding a suitable job is difficult. This can distress and ask a lot of subordinates. Especially, considering that subordinates are intrinsically motivated to improve the livelihood of their clients. The team leaders' job is to temper their expectations sometimes to guarantee that they stay motivated. This is illustrated by team leader phrases such as: "You have to be realistic," "Sometimes things don't go faster than slow," "Plan B and C is also fine." One team member replied:

"Anyhow...she does keep her finger on the pulse, and she indicates if plan A does not work, there is plan B it is fine. The problem is that you want more, I often disagree with her, but her point is that you know...there will come a moment that will be the last and then I have to switch to plan B even though I don't want to. It will not be easy for me to do, but she makes herself very clear" [employee team 1.]

However, the team leaders exercise emotional involvement as well taking the context in which the organization operates into consideration. As one team leader replied:

"I sometimes see that someone has doubts. I will tell them no, it will be fine. I experienced it myself years ago or something similar. The person told me once, are you serious? I thought you were Dutch...and then you can motivate people from that positive and experience that they went through, you can relate, and say: I have been there, and you will probably succeed if you do your best" [team leader 3.]

Being able to emotionally involve in a situation and relate in feelings with those members of the team that are underrepresented allows the leader in question to build trust and accountability among other things.

Training sessions

The Dutch Council for Refugees provides a multitude and diverse platforms and possibilities to train oneself. This could take various forms, from online courses to intensive workshops. One team leader that replied the following when asked about the impact of the context on her leadership style.

"Through training sessions about countries, cultures, and insecure lives of the target group, we try to train ourselves and our volunteers to perform their tasks and responsibilities in a culturally sensitive fashion. Apart from this, we have webinars and interfaces whereby we try to highlight or bring to light the visible and invisible dimensions of diversity" [team leader 2].

Tailor-made approach, coaching, and supporting.

As evidenced throughout the descriptive part of the analysis, all four team leaders show behaviors that can be linked to individual consideration. In addition to this, the team leaders practice a tailor-made approach in supervising their team members. As one team leader replied:

"So, what we do is by providing tailor-made approach and coach and guide we hope to bring aspects of someone's diversity to the forefront" [team leader 2].

In other words, the organization's internal context, which can be characterized as showing a high degree of diversity, influences the leadership of the team leaders to the extent that they provide a tailor-made approach and coaching by highlighting a subordinate's invisible diversity dimensions.

Ability to establish a psychological safe climate for learning

As argued previously in the theoretical chapter of this study, a psychologically safe, inclusive, or diverse climate could be viewed as an antecedent for facilitating individual and group processes within diverse teams. Team leaders aim at establishing a safe psychological climate for learning when considering respondents replies such as:

"As I teacher I know that safety is very important...what is nice about the meetings is that our team leader starts with asking everyone: how do you feel? How are you? Personal touch and not like that everyone will say: yes, we are fine because that is usually the first answer that someone provides. She wants you to consciously start thinking okay is everything actually oke with me? Is there something going on...that little detail in the beginning of the meeting does it. So then yes you can create an atmosphere, and she is very good at creating a pleasant and safe atmosphere and the personal of course" [employee team 2.]

Conclusion and recommendations

Conclusion

This research reports on a study conducted to examine the role of leadership in diverse teams within a specific organizational setting, namely: The Dutch Council for Refugees, distinguished by and embedded in a context classified as high diversity salience. To this end, this thesis opted for a qualitative research design strategy in the form of semi-structured interviews. Four supervisors of diverse teams and three subordinates of each team were interviewed. In the study, the ambition was to identify all the necessary ingredients to answer the following central question: *How does effective leadership manifest in diverse teams, in a public-sector context with high diversity salience?* In order to answer this central question, the following sub-questions needed to be answered: *what role does leadership play in the effectiveness of diverse teams?* And: *what is the impact of a context with high diversity salience on the role of leadership in a diverse team?*

The theoretical chapter identified the main concepts such as: diversity, teams, leadership, and performance. Discussing these concepts was relevant to formulate the conceptual model of this study. Previous research has shown that two leadership styles are specifically effective regarding team diversity, namely: inclusive leadership and transformational leadership. The two leadership styles were selected and included in this research model, and their conceptual underpinnings were elaborated upon. Research has also shown that findings are mixed depending on the context. For that reason, this study aimed to research a specific organizational setting. The Dutch Council for Refugees is a unique organization in the sense that the clientele are status holders, asylum seekers and refugees. Therefore, one could argue that the organization acts in a context of high salience of diversity. The assumption being that taking the contextual characteristics of an organization into consideration among other things, thus, the nature of the tasks and work as well as the characteristics of an environment of an organization, one could determine whether diversity will become more critical for the performance of that organization. In other words, this study's expectation was that what has been found in previous quantitative research in differing contexts, will be more present in this particular context characterized by a high degree of diversity salience, and perhaps due to other additional processes and reasons. Thus, the theoretical relevance of this study rests precisely in the context in which the variables diversity in teams, leadership and performance operate.

With respect to the first sub-question: *what role does leadership play in the effectiveness of diverse teams?* The following answer can be provided. Initially, taking into account subordinates' replies such as that they feel accepted by the team, that they are treated fairly and equal, and that their individual contributions are appreciated and that the team is cohesive among others. It seems that leadership's role in the effectiveness of diverse teams is primarily that of inclusive leadership, by exercising behaviors that can be observed as facilitating and supporting belongingness while stimulating and valuing uniqueness. With regards to the information/decision-making perspective, team leaders seem to inaugurate a safe team climate whereby subordinates have the opportunity to "Voice" their different perspectives, ideas, and opinions. This is also stimulated and encouraged by team leaders so that the subordinates can benefit from each other's knowledge, distinctive ideas, reconcile conflicting opinions and perspectives. For instance, the data demonstrate that a typical team meeting starts where subordinates can discuss their cases, whereby each individual team member is granted the opportunity to share experiences and ideas with the rest of the group. Subsequently, where issues arise, the team leader in collaboration with the team, discusses how to approach these issues. In the process, subordinates are granted the opportunity by the team leader to individually or as a team provide solutions. In case the team leader or team members disagree with the suggestions, consensus or compromise is typically searched for. Thus, the unique characteristics of team members and the contributions they can make in a team setting for problem-solving through innovative and creative solutions are for instance valued while at the same time, each individual team member is considered as a fully-fledged team member. Concerning the social categorization perspective, team leaders are able to set in motion a safe team climate where distinctiveness is supported and on the ground of this the negative effects of intergroup bias are counterbalanced. Hence, diminishing feelings of "us" and "them" and inevitably increasing the feelings of belongingness in the team, thus eliminating intergroup biases. Additionally, what is striking from the interview transcripts and analysis, is that all four team leaders seem to devote much attention to their subordinates as a person. In other words, the leadership of the team leaders can also be characterized as people-oriented. Besides motivating, developing, and to a lesser extent inspiring as there are differences between the team leaders regarding the latter, the team leaders also act as a coach and mentor with the aim to meet the human needs of their team members. Additionally, paying attention to personal circumstances, differences between team members' needs, personal growth and development, seem to characterize the team leaders' leadership. To continue, the team leaders provide space during team meetings to discuss problems and different points of view whereby team members

are encouraged to approach and tackle old problems in new ways. Thinking rationally and reasoning is encouraged, and subordinates are involved by team leaders in the process of finding solutions to problems and decision-making. In other words, as the respondents indicated, there is room and space for innovation and creativity as everyone is involved in the process of finding solutions to problems, capturing the diversity in knowledge, insights, views, perspectives, and ideas. Next, the data shows that the team leaders focus on giving meaning to the work and provide challenges regarding the tasks and responsibilities the team members have to perform. Further, the data shows that the team leaders put the needs of their team members first, triggering the team members' trust, respect, and feelings of safety around their team members. Hence, transformational leadership is argued in previous research and, to a certain extent in this study, to be a viable strategy in diverse teams. Nevertheless, this study has also argued that inclusive leadership is more likely to focus on facilitation and support of member perceptions of belongingness and uniqueness to allow team members to fully contribute to the team's success. In addition, the data of this study in line with previous research in the field support this. In the main, the team leaders seem to touch to a certain extent and in different degrees behaviors that facilitate belongingness while at the same time, a safe time climate is established where distinctiveness is valued. Although the data shows that the team leaders' that touch upon to a certain extent and in different degrees behaviors that can be viewed as individual consideration and intellectual stimulation. The data also reveals that inspirational motivation and idealized influence is less practiced. Therefore, inclusive leadership is a more effective strategy to consider in diverse teams.

With reference to the second sub-question: *what is the impact of a context with high diversity saliency on the role of leadership in a diverse team?* In answering this question, the following needs to be considered prior. First, the conditions that characterize the context as high diversity saliency were identified. In connection with the external environment, this study argued that all three aspects of the organizational environmental context (target population diversity, organizational setting and policy area-identity linkages) can be linked to the Dutch Council for Refugees organization. In view of the internal context, this study argued that the internal structures, power distributions, and the diversity climate would facilitate shaping the organizations' identities and the opportunities available to them to represent their target group and clientele actively. Considering this context, the impact on the role of leadership in a diverse team can be decided. First, due to the direct consequence of increased demand for representation from the target group and clientele, the teams are becoming more diverse, in particularly the

teams in the Cities of Hilversum and Haarlem. Thus, diversity is increasingly becoming more decisive for the performance of diverse teams, considering that the demand has increased and the potential effectiveness of representation. In turn, the role of leadership of the team leaders has become more pressing, primarily to manage diversity processes effectively. To be specific, the data shows that all four team leaders are in charge of recruiting and selecting employees for the organization; therefore, due to their actions, the organization is becoming more diverse (except one team leader that does not view diversity as a strength). Thus, one impact of the context on leadership is recruiting and selecting from the target group and clientele. In turn, a diverse workforce improves the teams' ability that the team leaders supervise to improve relationships, better match the concerns of, and find affiliation with the target group and clientele, which in turn affects the team's effectiveness. Further, the team leader's role in managing diversity processes becomes more urgent in this context as the teams are more diverse and due to this increased diversity in teams, it can lead to more creativity and innovation (if properly supervised by the team leaders) in providing a service to the diverse clientele. Besides, because the teams show characteristics similar to those of the clientele increasingly, it can be argued that it also increases the team's chances for success. It seems that this is more evident in this context than in another context where the clientele and target group are not fully diverse. Moreover, in relation to the elaboration of task-relevant information, it was argued that a team's performance arises and depends on the elaboration of task-relevant information between team diversity and team performance in case the team has strong information-processing and decision-making components, when the team is highly motivated to process the task-relevant information and perspectives, and when the team members have high task ability. This study also discussed that diverse teams could outperform homogenous teams taking the information/decision-making perspective into to bargain. Therefore, in line with the collected data, it is safe to assume that the impact of the context on the role of leadership in relation to this perspective involves motivating and inspiring team members and managing those processes that lead to strong decision-making components and perspectives and high task ability. The impact also triggers those leadership behaviors aiming to bring to fruition the beneficial effects of diverse teams, such as team members' ability to reconcile conflicting viewpoints, which can lead to innovation and creativity, thus affecting team performance. Concerning the social categorization perspective, it was stressed that intergroup bias and not social categorization is disruptive to diverse teams. Consequently, this could lead to low interpersonal liking, low group cohesion, relational conflicts, low identification with and commitment to the group, and low satisfaction and high turnover. Therefore, taking the context into consideration the role of

leadership is affected to the extent that the leader in question in supervising the diverse team could display behaviors counterbalancing intergroup biases, thus practicing inclusive leadership. Furthermore, an additional finding how a context with high diversity saliency impacts the role of leadership in a diverse team is that through training sessions about countries, cultures, and insecure lives of the target group, the team leaders try to train themselves and their subordinates with the aim to perform their tasks and responsibilities in a culturally sensitive fashion. Apart from this, webinars and interfaces focus on highlighting the visible and invisible dimensions of diversity.

Touching on the central question: *How does effective leadership manifest in diverse teams, in a public-sector context with high diversity saliency?* The following answer can be provided. Before all else, considering the qualitative nature of this study, it is hard to fully determine how effective leadership looks like in a context with high diversity saliency. Nevertheless, it seems that the team leaders take into account the demand for and potential effectiveness of representation of the target group and clientele because when team members share social identities with the clientele they also share values that can play a role in decision-making and consequently affect the team's performance as the performance is in turn determined by the quality of the service provided to the clientele. For instance, interpreters are in demand, and staff who speak the language of the increasingly ethnically diverse clientele; display cultural sensitivity and properly assess the clientele's situation. The aftereffect of this condition of the context is that it affects the team leaders' leadership to the extent that they must demonstrate leadership behaviors that can ensure that their increasingly diverse composite teams function well and deliver the desired performance. This may explain why three out of four leaders demonstrate inclusive leadership behaviors that facilitate and support belongingness while promoting distinctiveness and value for uniqueness. Concerning transformational leadership this could indicate why the team leaders seem to appreciate and encourage for each subordinate uniqueness through individual consideration and intellectual stimulation. Furthermore, where the demand for representation and effectiveness is lower, as in the case of the team in Heemstede, it seems that this condition of the context in which a high degree of diversity saliency is less applicable, also influences leadership to the extent that the team leader exhibits less inclusive leadership behaviors compared to the other three team leaders. Lastly, research shows that inclusive leadership is more prominent in teams that show high diversity levels than teams that show less diversity. The fact that the team in Hilversum is more diverse than the team in Heemstede, whereby inclusive leadership is also more prominent in the team displaying

more diversity, may be an explanation of how high diversity saliency influences leadership. Finally, reviving that this study's expectation was that what has been found in previous quantitative research in differing contexts will be more present in this particular context characterized by a high degree of diversity saliency, and perhaps due to other additional processes and reasons. The following answer concerning this expectation can be provided. Although the analysis shows that the organization does indeed act in a context that can be characterized as high diversity saliency, whereby the analysis also demonstrated that to a certain extent, the team leaders exercise leadership behaviors that can be linked to inclusive leadership and to a lesser extent transformational leadership, it cannot be clearly determined from the findings of this study that what has been found as findings in previous studies is more explicitly or in greater detail present in this study. Thus, the findings are preliminary and follow-up research should test and examine this context more precisely using quantitative research methods. Nevertheless, the team leaders seem to display leadership behaviors that can be observed as facilitating and supporting belongingness while stimulating and valuing uniqueness. In addition, the team leaders' that touch upon to a certain extent and in different degrees behaviors that can be viewed as individual consideration and intellectual stimulation. The data also reveals that inspirational motivation and idealized influence is less practiced. All in all, inclusive leadership is a more effective strategy to consider in diverse teams in this particular context.

Limitations and directions for future research

This study is not without limitations. First, this study took place during the COVID-19 pandemic, which unfortunately resulted in interviews with respondents through digital platforms such as teams and zoom. An uncooperative consequence of performing face-to-face interviews digitally in relation to the old fashion way is that it makes it difficult for the researcher to identify non-verbal communication signs. A second limitation of this research is that not all diverse teams showed similar levels of diversity in relation to the dimensions: age, gender, and ethnicity. Follow-up research should consider this and more explicitly state what counts as a diverse team and what as less, especially bearing in mind that previous research has shown that inclusive leadership is more prominent in teams that show high diversity levels than teams that show less diversity. Third, subsequent research should consider that, as is often the case with qualitative semi-structured interviews, respondents may provide socially desirable answers, particularly when the research topic is sensitive, as evidenced by this study. For instance, certain respondents were skeptical at the beginning of the interviews, while others

mentioned little about interpersonal or relational conflict, low commitment or identification with the team. In preference, respondents replied that there is a high cohesiveness in their team and that they feel part of the team. This could indicate that the respondents either provide socially desirable answers, or the teams are more homogenous than initiated. However, an alternative could be that inclusive leadership is practiced diminishing the negative aspects of diversity in teams. In the main, a beneficial side effect is that respondents and the team leaders showed reflective thinking about their leadership behaviors; this could be viewed as a positive development from the perspective of the practical relevance of this study. Fourth, considering that the findings of this study are preliminary, alternative research designs are needed to gain more systematic insights into the role of high diversity salience context. Before all else, in-depth interviews with the team leaders and subordinates could provide more valuable insights into the leadership behavior and the relationships between the underlying mechanisms of the conceptual model of this study. Subsequently, a comparative research approach to make a comparison between organizations or organizational units with high degree of diversity saliency and those with a low degree of diversity saliency could provide insights into the impact of this aspect of the context on leadership and diversity processes. Additionally, a quantitative survey research design to test hypotheses between the variables: diversity in teams, leadership, and performance within a specific context characterized by a high degree of saliency, could more accurately determine how these variables are related. For instance, to examine inclusive leadership in diverse teams in a context of high diversity saliency more thoroughly, Ashikali et al. (2020) inclusive leadership questionnaire could be utilized to gather more precise findings. Apart from this, to measure transformational leadership the Multifactor Leadership Questionnaire (MLQ-5X short) by Avolio & Bass, (2004) could be utilized to more accurately test to what extent team leaders at the Dutch Council for Refugees touch upon the four dimensions: idealized influence, intellectual stimulation, individual consideration and inspirational motivation. Furthermore, field experiments concerning the moderating effects of leadership between diverse teams and performance within a context of high diversity saliency would allow for determining causality and help measure the impact of inclusive leadership while also contributing to the development of leadership practices (Ashikali et al. 2020). Lastly, since this study opted for a single qualitative research method and strategy, it could not benefit from triangulation. Therefore, further research is recommended to combine different quantitative and qualitative research methods to investigate the topic under investigation and expand the research to other organizational settings and contexts. Be that as it may, this research made a value-added attempt to the field.

Recommendations

Following the results and analysis, this study can provide several recommendations to the organization under investigation. *Recommendation 1:* achieve lasting support for diversity, determine added value, and recognize that a diverse organizational climate is essential. Rome was not built in a day. The research results show that one particular team leader has a rather anomalous mindset regarding the added value of diversity in terms of age and ethnicity. Taking this into consideration and other factors such as the organization's characteristics, size, geographically decentralized. The starting point for the organization in question is to acknowledge that diversity has a surplus value for the organization in economic terms (business case), innovation, service delivery, establishing a sense of urgency, legitimacy, responsiveness, among others. In general, considering the role and place of the Council for Refugees in the Dutch society as well as the context in which the organization is embedded, it is their social responsibility to make diversity work for the simple reason that diversity is eventually important in itself. *Recommendation 2:* establish an organization-wide diversity policy and anchor and secure it in existing organizational processes and strategies. The collected data shows that a uniform diversity policy implemented top-down from national to regional and local organization departments is missing. Interestingly, the organization has established a detailed diversity policy for other civil society organizations that work with volunteers. A uniform diversity policy must exist whereby the important role of the middle management fulfills is expressed. *Recommendation 3:* organize and intensify specific training sessions. Although several training sessions and programs exist regarding diversity and leadership. The paramount gravity of training should not be underestimated, particularly in awareness raising of the lasting support of diversity for the organization. Masterclasses intercultural coaching and multicultural craftsmanship are best practices in the field. *Recommendation 4:* Formulate SMART targets. SMART method is proven to be effective for leadership and organizations in general in different contexts. It is advised to consider this approach. *Recommendation 5:* recognize and intensify group processes in teams. The results show that the leader with the largest span of control was also the leader with the least team meetings. One other team leader paid less attention to weekly team meetings. To establish a climate where team cohesiveness and facilitating belongingness can occur, it is imperative to acknowledge that frequent team gatherings are vital. *Recommendation 6:* Recognize and intensify individual processes in teams. Taking respondents' replies into consideration, it shows that valuing uniqueness can be improved as well. Particularly reflecting on the example of the respondent being an intercultural expert. It is

advised to keep an eye on individuals in group processes. *Recommendation 7:* Boost networking. Both internally as externally, networking is important in so many ways. Externally networking with professionals in diversity and leadership is vital to identify and share best practices. Internally, networks of underrepresented groups can be effective to light on issues and signal when action is needed. *Recommendation 8:* Numbers tell the tale; monitor, measure and evaluate. Evaluation monitoring and measuring can help determine where the organization in general or the specific team is standing and which policies are effective and which are less. *Recommendation 9:* Invest in knowledge and expertise. Embedding state-of-the-art research concerning the topic under examination in existing organizational strategies and organizational processes is effective in so many ways. For instance, guaranteeing that supervisors can identify mechanisms that halt the effective functioning of diverse teams. *Recommendation 10:* Acknowledge the importance of leadership during the COVID-19 pandemic. Respondents' replies illustrate that online team gatherings are destructive for their motivation and feeling of belonging. An extreme example of this was one respondent stating that a team member left the organization as a consequence. Nevertheless, research in the field does exist, showing that digital leadership can be effective in teams as opposed to the old-fashioned way. Therefore, it is advised for the supervisors to identify and train themselves to perform effective leadership roles through digital platforms.

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