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Review and Prospect of inclusive Climate Research - Visual Analysis Based on Vosviewer Software

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Abstract. With the deepening of workplace diversity, the inclusive management model is used by more and more enterprises. As an important part of inclusive management, an inclusive climate has also attracted extensive attention from the academic community. Based on the document search process recommended by PRISMA, this paper uses Vosviewer software to analyze the reserved 60 domestic and foreign literatures visually and interprets the cluster view, label view and density view. The types of variables related to inclusive climate, the theories commonly used in inclusive climate research and the research hotspots in the field of inclusive climate are obtained. Future research on inclusive climate should focus on the definition of the concept and structural dimension of inclusive climate, develop an inclusive climate measurement scale suitable for the Chinese local context, explore the mechanism of inclusive climate under the support of new theories, and pay attention to the double-edged sword effect of inclusive climate.

1. Introduction

As a new concept, Inclusive climate has not been studied by domestic and foreign scholars until recent years. Research on inclusion originated from diversity management. Jing Baofeng et al. divided diversity into surface diversity and deep diversity. Surface diversity features are explicit and easy to identify, such as employees' gender, race, age, etc., while deep diversity features are recessive and difficult to identify, such as employees' values, cognition, interests, hobbies and skills [1]. Current studies have shown that although employee team diversity is beneficial to organizational innovation, it also brings negative and negative effects such as interpersonal conflict, hostility, confrontation and high

turnover rate in the workplace [2]-[4]. Therefore, how to manage a diverse employee team and maximize its strategic value while restraining the disadvantages of human resource diversification is an urgent issue for the academic and business circles to solve, and exploring the issue of diversity management from the perspective of inclusiveness has become an important direction of organizational management [5].

The sense of inclusion is the foundation of research in the field of inclusion. Shore et al. shifted their focus from diversity to inclusion and first proposed the concept of team inclusion, opening up a way for research in the field of inclusion. Inclusion is a new concept in the field of organizational management research, which is different from diversity in terms of conceptual definition and empirical research [6]. So far, inclusion research has mainly covered the areas of inclusive leadership, inclusive perception, inclusive climate, inclusive practices, inclusive management, and inclusive workplaces. Nishii formally proposed the concept of inclusive climate for the first time, believing that inclusive climate is the common perception of all members on inclusive practices, policies and procedures of the organization, emphasizing that inclusive climate is a kind of atmosphere at the team level, and found that inclusive climate has a moderating effect on resolving interpersonal and task conflicts caused by superficial diversity of employees [4]. Jiang Yufeng et al and Pan Chulin et al sorted out the research on age inclusiveness and emphasized the importance of age inclusiveness and age inclusive climate in today's society [7]-[8] in combination with the problem of China's ageing population. Li et al and Chen Jie et al verified the promoting effect of an inclusive climate on team, employee creativity and employee innovation behaviour [9]-[10]. Ke Jianglin et al. found that an inclusive climate can play a significant positive role in the work happiness and organizational citizenship behaviour of community service station workers [11]. Zhu Qiang et al. put forward the concept of an inclusive climate in the maker space, and research shows that it has a positive impact on the creativity of makers [12]. It can be seen that the inclusive climate can not only alleviate the negative effects brought by the diversity of the employee team but also help the healthy development of the enterprise.

As one of the important research contents of inclusive management, an inclusive climate plays an important role in the field of management. Some scholars have reviewed the research results of inclusive climate in literature. Xu Meizhi, Zhang Xiangqian on the inclusive climate of theoretical framework research model of inclusive climate in the Chinese organizational context was constructed [13]. On this basis, by adopting the contribution measurement method, this paper adds the relevant literatures from 2018 to 2022 (accounting for 55%), expands the time range of the inclusive climate research, and integrates Vosviewer software for literature visualization analysis. Through a systematic review of the empirical research on inclusive climate, this paper adds a theoretical perspective analysis to the research content and finally puts forward specific research

prospects.

2. Research design
2.1. Data source

In this paper, PRISMA(preferred reporting items for systematic reviews and meta-analyses) is used to state the recommended methods of document retrieval. Through Identification, Screening, Eligibility and Included and other steps to search and sort out relevant literature on inclusive climates at home and abroad, China National Knowledge Network (CNKI), Wanfang and Weipu Chinese Science and Technology periodical database were selected as Chinese literature data sources, and "inclusive climate", "diverse climate", "inclusive sense", "inclusive management", "inclusive leadership", "inclusive practice" and "inclusive workplace" were selected as search terms. Using Web of Science Core Collection, EBSCO/Host and Elsevier database as English literature data sources, "climate for inclusion", "inclusive climate" and "diversity climate" were selected as search terms, and the subject, abstract and keywords were searched respectively. In addition, according to Yang Fu et al., academic dissertations and conference papers may lack solid theoretical basis and empirical methods [14], so the Chinese and English literature used in this study are all from academic journals.

In this paper, only the literature published between January 1, 2011 and December 31, 2022, is used in both Chinese and English. 2011 is chosen as the starting year because Shore et al first proposed the concept of team inclusion, that is Employees in a work team perceive their respect through feeling a sense of belonging and uniqueness in the work process, which is defined as a sense of inclusion [6]. Firstly, the literature that may be related to the inclusive climate is identified by identifying the search terms. Secondly, the search literature is screened, the same literature retrieved from different data databases is deleted, and then the literature in the fields of agricultural science, climatology, medicine, architecture, art and sociology, which are not related to the subject, is removed. The literatures in the fields of enterprise economics and management were retained. At last, the remaining literatures were read in detail, and the literatures that deviated from the inclusive climate and had nothing to do with the inclusive climate were removed. A total of 60 valid sample literatures were obtained, including 14 Chinese literatures and 46 English literatures. The whole literature retrieval process is shown in Figure 1.
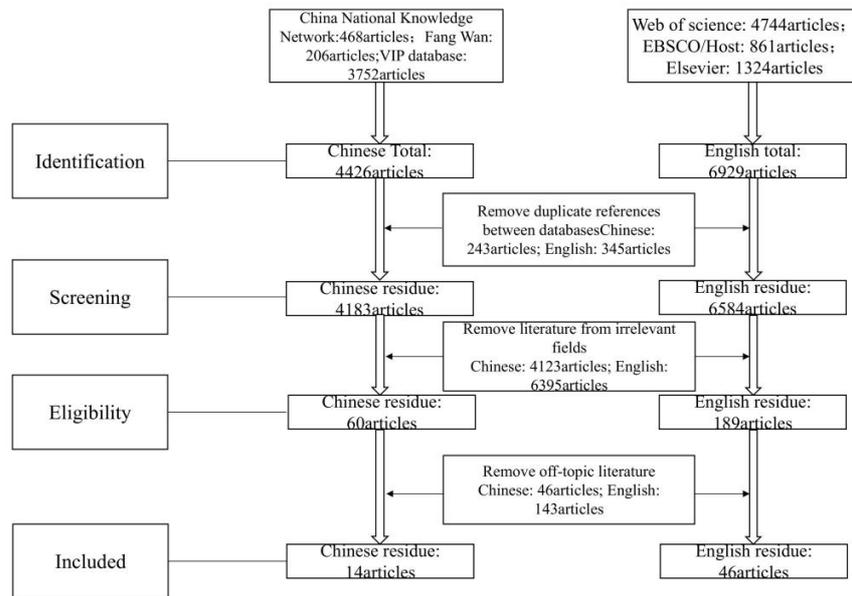
| China National Knowledge Network:468articles；Fang Wan: 206articles;VIP database: 3752articles | | Web of science: 4744articles； EBSCO/Host: 861articles； Elsevier: 1324articles |

Identification → Chinese Total: 4426articles → English total: 6929articles

Remove duplicate references between databasesChinese: 243articles; English: 345articles

Screening → Chinese residue: 4183articles → English residue: 6584articles

Remove literature from irrelevant fields Chinese: 4123articles; English: 6395articles

Eligibility → Chinese residue: 60articles → English residue: 189articles

Remove off-topic literature Chinese: 46articles; English: 143articles

Included → Chinese residue: 14articles → English residue: 46articles

Fugure 1: Literature system Search Process

2.2. Research methods

This paper uses a bibliometric method to guide 60 valid sample literatures into Vosviewer software for visualization. After analyzing the subject title, abstract, keywords and publication period of the imported literature, three result views are obtained. These are the cluster view (Figure 2), the label view (Figure 3), and the density view (Figure 4). The cluster view shows the network relationship between variables related to the inclusive climate and classifies keywords by different colors. The label view can analyze the timing of the research, and the color from purple to blue to green and finally to yellow represents the distance and near in the research time. In the density view, each keyword has a color, indicating that the keyword is in the density of the project, and the color is from blue to green and then to yellow representing the process from low density to high density. Through the analysis of the three views, the research status and hot spots in the field of inclusive climate are obtained.

3. Analysis of research results
3.1. Research status of inclusive climate
3.1.1. Concept of inclusive climate

There is no uniform definition of the concept of an inclusive climate. Due to the different research levels and perspectives of inclusive climate, domestic and foreign scholars have different definitions of inclusive climate. Nishii believes that everyone in an inclusive

climate is treated fairly, and different perspectives are valued, which mainly includes eliminating interpersonal biases, ensuring that available resources are not related to status (employment fairness practices), and establishing differentiated expectations and opportunities for different individuals (differential integration). Integrate different viewpoints to solve problems together (decision tolerance) [4]. Jing Baofeng, a domestic scholar, regards inclusiveness as an atmosphere of a team or organization, reflecting the common psychological meaning of employees [1], based on the view of the collective cognition school. Meizhi and Xiangqian [13] explained the concept of inclusive climate from both organizational and individual levels by reviewing relevant literature on inclusive climate. At the organizational level, some scholars are more inclined to regard an inclusive climate as an organizational culture and pay attention to its cultural connotation [15]. At the individual level, some scholars interpret the connotation of inclusive climate as the shared perception of the members of an organization on the attributive and unique characteristics of an inclusive climate in the organization [6].

3.1.2. Structural dimensions and Measurement of inclusive climate

At present, domestic and foreign scholars mainly adopt deductive methods to develop inclusive climate measurement scales, and the research results are shown in Table 1. Nishii [4] combined the diverse climate scale and the sense of inclusion scale literature to form an initial inclusive climate scale with 47 items. After screening by an expert team consisting of 10 scholars and practitioners, a three-dimensional inclusive climate scale with 31 items was formed. Later, in the process of empirical research, due to the limitation of the length of the adjustment questionnaire, the scale of 31 items was reduced to a condensed version of the inclusive climate scale with 15 items in three dimensions. Among them, three dimensions are employment equity practice, difference integration and decision inclusion. The exploratory factor analysis and confirmatory factor analysis prove that this scale has high reliability and validity, and it is also the most widely used scale in current studies on inclusive climates. Kosseck et al. [16] divided three dimensions of gender-inclusive climate, which are the equal treatment of women, giving play to women's talents, and supporting women's values, interests and needs in the workplace. The scale was not developed. Chen Shuai [17] drew on foreign inclusive perception measurement scales to sort out 11 items of the single-dimensional team inclusive perception scale. Nelissen et al. [18] noted that people with disabilities often face difficulties such as exclusion and unfair treatment in the workplace, and proposed that it is necessary to pay attention to the behaviours that promote inclusion and the ante-dependent variable (team inclusive climate) of this "inclusive behaviour", and created the inclusive climate of people with disabilities, a single-dimensional scale containing five items in their research. Based on the optimal

differentiation theory, Chung et al. [19] developed a work team inclusion scale with 10 items including two dimensions of belonging and uniqueness, and used this scale to empirically test the jurisological network of work team inclusion developed by Shore et al. According to the Chinese context, Xu Meizhi and Zhang Xiangqian [13] divided the inclusive climate into two dimensions: summation and difference preservation, which conform to the characteristics of Chinese localization but have not been developed. Although some scholars have developed relevant scales and divided dimensions, the application field of inclusive climate involves a wide range, so the research on the measurement tools and dimension structure of inclusive climate is still in the initial stage.

Table 1: Structural dimension and measurement scale of inclusive climate

Researcher	dimension	scale	method
Nishii(2013)	Three dimensions (inclusive climate) : fair employment practices, integration of differences, inclusion of decisions	31 articles; fifteen	Continuous mode
Kosseck Etc.（2017）	Three dimensions (gender inclusive climate) : treating women fairly, developing women's talents, and supporting women's	unissued	Continuous mode

	values, interests, and needs in the workplace		
Nelissen Etc.（2017）	Single dimension (disability inclusive climate)	5 articles	—
Shuai Chen (2012)	Single dimension (team inclusion perception)	11 articles	Continuous mode
Xu Meizhi, Zhang Xiangqian (2018)	Two dimensions (inclusive climate): sum, difference	unissued	Continuous mode
Chung Etc.（2020）	Two dimensions (work team inclusive): belonging, uniqueness	10 articles	Continuous mode

3.2. Variable analysis of inclusive climate research

3.2.1. Cluster view

As can be seen from the cluster view (FIG. 2), the keywords of related literature on the study of inclusive climate are divided into five groups after visualization. The first group has six keywords, shown in red. Among them, the keyword "working environment" has the highest frequency and the highest link strength with other keywords. The keyword entries in this part mainly involve variables related to the employee turnover rate, such as "group identification" and "workplace bullying", etc., indicating that an inclusive climate can be used as a positive organizational atmosphere to improve the working environment and

reduce the employee turnover rate. In addition, the keyword "social exchange" also appears in this part, indicating that some scholars have applied social exchange theory to the research on inclusive climate and employee turnover. The second group has five keywords, shown in yellow. The keyword "diversity climate" appears in this part. Since "diversity climate" is one of the search terms, the variable relationship in this part can be regarded as centred on the diversity climate. Among them, variables such as "job satisfaction" and "knowledge sharing" appear more in the research on diversity climate. The third group has five keywords, shown in blue. Diversity research and inclusion research both deal with the phenomenon of workplace diversity, and inclusive climate research and diversity climate research are two of the core research fields, so they appear most frequently in the keywords. At the same time, the keyword "optimal differentiation theory" also appears in this part, which proves that the optimal differentiation theory is one of the more representative theories in the field of inclusive climate and diverse climate research. The fourth group has five keywords, shown in green. In this group, "inclusive climate" is the main search term, and the linked "prosocial motivation" belongs to the variation of employees' occupational psychology and state, which reflects that inclusive climate can enhance individuals' prosocial motivation. This group also contains the keyword "moral legitimacy", which shows that some studies use the theory of moral legitimacy to explain the mechanism of inclusive climate and related variables. The fifth group contains only three keywords, shown in purple. The three key words are "diversity management", "social identity method" and "self-determination theory". "Diversity management" belongs to the variability at the organizational level. The theories used to explain diversity management include social identity theory and self-determination theory.
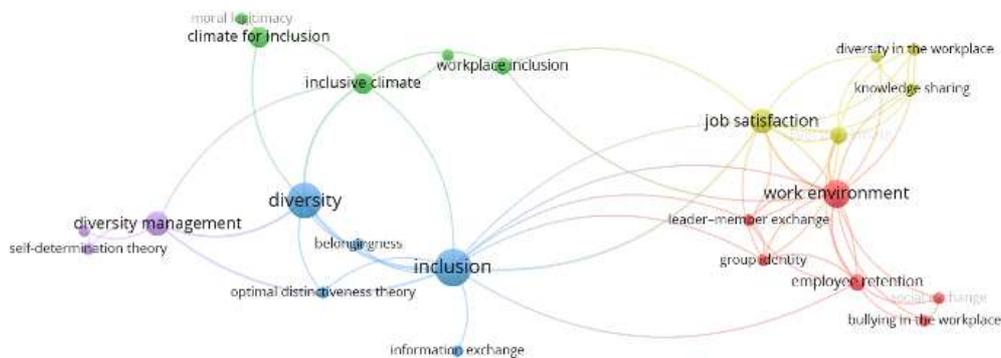

Figure 2: Cluster view

3.2.2. Label view

From the label view (FIG. 3), it can be seen that the keywords of purple nodes in the figure are "diversity management", "group identity", etc.More bluntly, it shows that research on inclusive climate originates from the question of managing the diversity characteristics of employees and helping employees with different characteristics to gain recognition within the work team. The key words in the blue nodes are "diversity", "sense of inclusion", "pluralistic climate", etc., indicating that scholars have established the connection between diversity and inclusion, and shifted their research focus from diversity to inclusion. The key words in the green nodes are "inclusive climate", "job satisfaction", "working environment", etc., indicating that domestic and foreign scholars' research at this stage has not only stayed in theory, but also explored variables related to inclusive climate. The present study on inclusive climate originated from the question of managing the diversity characteristics of employees and helping employees with different characteristics to gain recognition within the work team. The key words in the blue nodes are "diversity", "sense of inclusion", "pluralistic climate", etc., indicating that scholars have established the connection between diversity and inclusion, and shifted their research focus from diversity to inclusion. The key words in the green nodes are "inclusive climate", "job satisfaction", "working environment", etc., indicating that domestic and foreign scholars at this stage have not only stayed in theory, but explored variables related to inclusive climate and carried out empirical research on inclusive climate. The key words in the yellow nodes are "social exchange", "workplace bullying" and "sense of belonging". Therefore, scholars at home and abroad are more focused on the research of social exchange, workplace bullying and sense of belonging from the perspective of inclusiveness. The present study on inclusive climate originated from the question of managing the diversity characteristics of employees and helping employees with different characteristics to gain recognition within the work team. The key words in the blue nodes are "diversity", "sense of inclusion", "pluralistic climate", etc., indicating that scholars have established the connection between diversity and inclusion, and shifted their research focus from diversity to inclusion. The key words in the green nodes are "inclusive climate", "job satisfaction", "working environment", etc., indicating that domestic and foreign scholars at this stage have not only stayed in theory, but explored variables related to inclusive climate and carried out empirical research on inclusive climate. The key words in the yellow nodes are "social exchange", "workplace bullying" and "sense of belonging". Therefore, scholars at home and abroad are more focused on the research of social exchange, workplace bullying and sense of belonging from the perspective of inclusiveness.
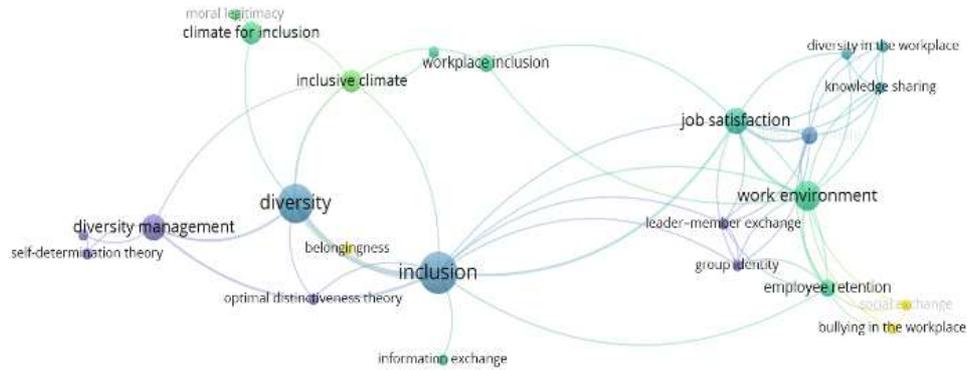
Figure 3: Label view

3.2.3. Density view

From the density view (FIG. 4), it can be seen that the two keywords "inclusion" and "diversity" have the highest density, while the other keywords have relatively low densities, indicating that inclusion and diversity occupy a high position in the relevant research on inclusive climate.
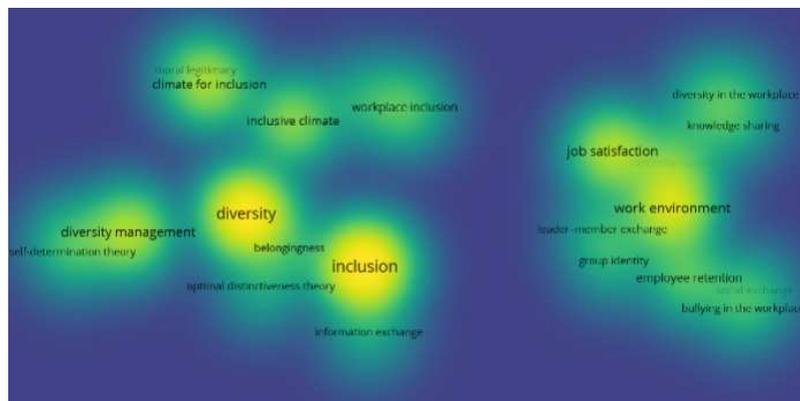

Figure 4: Density view

In summary, through the analysis of cluster view, label view and density view, the study of inclusive climate is a new field of attention in the field of diversity and inclusion. It focuses on the knowledge graph network of inclusive climate and related variables, and also presents the theoretical support of the relationship between inclusive climate and related variables, such as optimal differentiation theory, social exchange theory, moral legitimacy theory, etc. In the next section, this paper will analyze the empirical research on inclusive climate from a theoretical perspective.

3.3. Theoretical analysis of inclusive climate research
3.3.1. Optimal differentiation theory

Optimal distinctiveness theory proposes that in a social group, each individual faces two kinds of competing demands. On the one hand, the desire to obtain the recognition of the social group so as to maintain the similarity between oneself and other members of the group, that is, to emphasize the individual's need for belonging; On the other hand, he hopes to show his personality so as to distinguish himself from other members of the group to a certain extent, that is, to emphasize the individual's need for uniqueness, so an individual needs to find an optimal tolerance level in the social group he is in to maintain a balance between the two needs [20].

Based on the optimal differentiation theory, Shore et al. [6] defined inclusive climate as employees' shared views on the extent to which the organization helps each member feel valued and appreciated. Some scholars have found that inclusive climate can directly and indirectly have a significant impact on performance results (employee satisfaction and perceived quality of care, etc.). When employees feel a sense of belonging and realize that they are valued by the organization because of their unique characteristics, their attitude will be significantly improved, and their performance results will also be improved. The good state of employees also has a positive effect on the improvement of performance results [21].

3.3.2. Social exchange theory

According to social exchange theory, social exchange is an action based on repaying response, which requires that the individual or group providing help must be voluntary rather than forced, and also requires the individual or group receiving help to fulfill the obligation to repay the other party. Only when these two conditions are met at the same time can social exchange be carried out [22].

Based on social exchange theory, when teams and organizations demonstrate inclusiveness by creating an inclusive climate, they can have a positive impact on employee attitudes and behaviors. Studies have shown that the decision-making inclusion dimension in the inclusive climate has a significant linkage effect on employees' creativity through the variable of social interaction mechanism, knowledge sharing. The social exchange theory explains the reasons for employees' rewarding behaviors and psychological motivations. Therefore, mutual respect and trust between employees will be more common under the influence of the inclusive climate in a team. The relationship between employees will become closer and knowledge will be shared more frequently, thus enhancing employees' creativity [23]. In addition, some scholars believe that the inclusive climate will have a positive impact on the sense of inclusiveness of employees with

different backgrounds, thus increasing the internal and external performance of employees [24]. Reciprocity is the basis of social exchange theory. An inclusive climate at the organizational level may promote social exchange between employees and their employing organizations. This is because employees from different backgrounds will have a strong sense of inclusion when they feel a high level of inclusive climate, so employees from different backgrounds who benefit from it will act in a way that returns to the organization. Stay in the organization and put effort into your work [24]. In addition, the inclusive climate in the workplace can also play a very important moderating role. Studies have shown that inclusiveness can make employees feel more participation and fairness in the organization, thus enhancing the social exchange relationship between employees and the organization. Therefore, when employees have a higher cognition of the inclusive climate in the organization, they will be able to communicate with each other. Employees will feel closer to their organizations and work teams, and this strengthened relationship will help reduce the erosion of personal resources caused by workplace bullying, while the reverse may lead to employee burnout and departure from the organization. Therefore, the inclusive climate can play a role in regulating the relationship between workplace bullying and employees' turnover intention [25].

3.3.3. Moral legitimacy theory

Moral legitimacy theory holds that moral legitimacy reflects the employees' positive normative evaluation of the organization and its activities. There are four forms of moral legitimacy: evaluation of outputs and results, evaluation of techniques and procedures, evaluation of categories and structures, and evaluation of leaders and representatives [26].

With the help of this theory, Harrison et al. [27] explained the impact of the moral legitimacy of High-performance work systems (HPWS) perceived by employees on the inclusive climate. The study found that four perceptions of the ethical legitimacy of HPWS at the organizational level (HPWS coverage, HPWS implementation, HPWS reputation, and HR leadership in HPWS) were positively correlated with the perceived ethical legitimacy of HPWS by employees at the individual level. When employees recognize the ethical legitimacy of an organization's inclusive HPWS, they will feel that the workplace is inclusive. When different employees share their perceptions of the inclusive climate, individuals' perceptions of the inclusive climate will converge at the organizational level, thus presenting an inclusive climate at the organizational level [27]. Therefore, inclusion-oriented HPWS can positively influence the inclusive climate at the organizational level by positively shaping employees' perceptions and views on the inclusive climate.

3.3.4. Social information processing theory

Social information processing theory points out that individuals will have meaning to the

environment by processing social information in the workplace, that is, Employees construct their perceptions and attitudes based on social cues in the workplace, which in turn influence their behavior [28].

Gaoqi et al. [29] believe that inclusive climate can mediate the relationship between CEO's humble leadership behavior and organizational duality, and inclusive climate in this study is defined as the formation of consistent knowledge of mutual tolerance and understanding of errors in the enterprise. When humble ceos are perceived by employees as information clues, such as good at listening, caring for employees, empathizing with employees' failures or mistakes, such empathic and fault-tolerant behaviors will imitate and spread throughout the enterprise, thus forming an inclusive climate in the enterprise. As a positive organizational atmosphere, inclusive climate can convey a powerful signal to employees in the enterprise situation, convey the expectations of the organization, and then have an impact on employee cognition and behavior. Therefore, CEO's humble leadership behavior can promote the formation of an inclusive climate, and when the inclusive climate is formed, the leader will provide resources and help for employees' exploitative innovation and exploratory innovation, so as to make employees feel more secure, thus achieving a high level of organizational duality [29].

3.3.5. Social learning theory

Social learning theory points out that the formation of social behavior comes from direct experience or observation of others. This theory regards environment, individual and behavior as a whole and believes that social learning is the result of the interaction of these three groups of factors [30].

Studies have shown that in the workplace, leaders are role models for employees to imitate and learn from, and employees' behavior is influenced by the situation shaped by leaders [31]. When leaders' cultural intelligence prompts them to act fairly, they will create an inclusive environment, making employees feel fair employment and actively strengthen their self-management ability. Treat other employees of different cultural backgrounds fairly, thereby promoting cross-cultural cooperation among employees. At the same time, inclusive climate can also regulate the relationship between inclusive leadership of supervisors and senior managers. When an inclusive climate creates an environment that accommodates differences, encourages employees to participate in decision-making, and promotes trust and respect for employees, such an environment provides opportunities and clues for managers to learn inclusive behaviors from higher-level managers. In other words, the leadership of managers is easily shaped by the behavior of top managers in the process of situational learning [32]. When leaders want to create an inclusive climate, they can convey expectations to employees through inclusive behaviors, thus arousing the unified

perception of employees. In particular, authentic leaders are usually role models, so employees will learn their behaviors instead of just imitating them, and replicate these behaviors in the workplace through direct and indirect experiences. It is more conducive to creating an inclusive climate [33].

3.3.6. Social identity theory

Social identity theory is a theory aimed at the study of social group relations, which includes three basic processes: social classification, social comparison and positive differentiation. It believes that individuals will construct social identity in order to improve their self-esteem in the group. In addition, self-improvement is achieved through self-motivation, so social identity plays a significant role in the heart of individuals and can affect their social attitudes and behaviors [34].

Some studies have found that the inclusive climate can be used as an anex-dependent variable to have a significant impact on employees' job satisfaction. Based on the social identity theory, feeling revalued is an important part of an organization, and inclusive climate can promote commonality among organization members. When organization members perceive that they are similar to the people around them, their trust and acceptance of each other will increase, and with the increase of acceptance, organization members' perception of inclusion will also increase. Thus, it has a positive impact on job satisfaction [35]-[36].

4. Limitations and prospects

In recent years, inclusive climate, as a novel research topic, has begun to enter the attention of more and more scholars. Although preliminary research results have been achieved with the joint efforts of domestic and foreign scholars, a review of relevant literature shows that the research on inclusive climate is still in its infancy and there is still room for further research.

From the perspective of definition, existing studies have defined the connotation of inclusive climate from multiple levels and perspectives, and have not yet formed a unified understanding. Therefore, in future studies, it is necessary for scholars to further explore the correlation between the inclusive climate at different research levels and research perspectives, and determine a more comprehensive and specific definition of the inclusive climate. In terms of structural dimension, the structural dimension of inclusive climate varies from single dimension to three dimension, and scholars have not reached a consensus on the structural dimension of inclusive climate. Most researchers adopt Nishii's three-dimension inclusive climate structure, but the prediction effect of this structural dimension is not ideal in the Chinese organizational context. For example, Jie et al. [10] explored the impact of inclusive climate on the innovation behavior of scientific and

technological talents and found that the two dimensions of employment equity and difference integration had no obvious impact on the innovation behavior. The research results of Meizhi et al. [22] also show that neither employment equity nor difference integration has significant impact on employee creativity. Inclusiveness is a traditional Chinese culture, which has a profound impact on China's organizational management practice. However, the concept of inclusive climate was put forward in the context of Western organizations, and there may be a problem of "adaptability" when it is directly introduced into China. Due to the great differences in cultural concepts between China and the West, the inclusive climate based on different cultural backgrounds also has essential differences, which requires Chinese researchers to conduct in-depth discussions on the localized connotation and unique structural dimensions of the inclusive climate.

Second, in terms of scale development of inclusive climate, existing studies mainly focus on the development of progressive scale. Scholars form a scale of inclusive climate by sorting out the items of diverse climate, inclusive sense and other relevant scales. This scale development method may have subjectivism or empiricism errors, and may not really measure the connotation of inclusive climate, so it is necessary to develop inclusive climate scale combined with induction method. Starting from traditional Chinese culture, Meizhi and Xiangqian [13] transformed the sense of belonging and uniqueness in the inclusive climate into two dimensions of seeking common ground and reserving differences, providing a new way of thinking for the localization of the inclusive climate. Future research should adopt the grounded theory to develop the inclusive climate measurement scale and promote the process of the inclusive climate empirical research.

Third, in terms of theoretical basis, scholars have focused on the optimal differentiation theory and social exchange theory to carry out research on the implementation effect, influencing factors and internal mechanism of inclusive climate, which has laid a rich theoretical foundation for existing research. However, existing studies lack the discussion on the implementation effect of ambivalence learning theory on inclusive climate. Gaoqi [28] believes that inclusive climate can mediate the relationship between CEO's humble leadership behavior and organizational ambivalence, and explains the promoting effect of inclusive climate on organizational ambivalence, which provides evidence for the possible connection between inclusive climate and ambivalence learning theory. March [37] divided organizational learning into exploratory learning and exploitative learning. Based on the theory of binary learning, exploratory learning and exploitative learning, although in conflict with each other, can have a positive effect on performance and other indicators by balancing dual learning. Therefore, in the subsequent research, Scholars can explain the effect of an inclusive climate on exploitative learning and exploratory learning through the theory of binary learning.

Fourthly, in terms of the double-edged sword effect of inclusive climate, the existing researches mainly discuss the positive role of inclusive climate, ignoring the negative side of inclusive climate. Meizhi and Xiangqian [13] introduced the concept of social inerting, arguing that in the Chinese context, organizations emphasizing the concept of "summation" tend to emphasize the contribution of the team as a whole while ignoring the difference of individual contributions. At the same time, organizations will also attribute responsibility to the team as a whole, and tolerance of individual employees may lead to lower efforts. Propose the hypothesis that an inclusive climate may negatively affect individual and team performance through social inerting. At present, there is an urgent need to study the double-edged sword effect in the field of inclusive climate. Future scholars should pay attention to the negative effects of an inclusive climate. They can explore whether there is an inverted U-shaped relationship in the relevant mechanism of inclusive climate from the perspective of the curve effect to verify the double-edged sword effect of the inclusive climate, and to ensure the comprehensiveness and rigour of research results in the field of inclusive climate.

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