To Analyze the Role of Human Resource Management in Creating An Inclusive Workplace

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ABSTRACT
Investigating the role that HRM plays in creating an inclusive workplace for staff members was the aim of this study. An investigation into whether or not workers are given the right atmosphere at work is necessary as they are a vital part of the company. The ability of employees to contribute to the workplace to the fullest extent possible is referred to as inclusion. Because it allows employees to feel safe in their surroundings, feel accepted, and express themselves freely, inclusion is crucial. A work environment where people with diverse characteristics are integrated into the organization's culture is referred to as an inclusive workplace. The work primarily focuses on creating inclusive and friendly work conditions for those who work for the business. When an organization's members do not work together to achieve common goals, it will be impossible to achieve the predetermined objectives. Desirable characteristics in a company include a just assessment, an enhanced compensation plan, more opportunities and chances for promotion, a performance-based reward system, and overall workforce development.
Keywords: Organizational objectives, workplace atmosphere, and human resource management.

I.   INTRODUCTION

The most valuable resource that the organization has is its human resources, or the people that work there. Ensuring that the organization can understand what success means through the utilization of people is the main objective of human resource management. Human resource management (HRM) is a complete strategy that explains the formal approach to managing people along with the culture and environment of a business. The chance to build and develop an organizational culture, contribute to the success of the company, and create a polite and welcoming environment for themselves and others should all be provided to employees.

The human resources department is responsible for overseeing the workplace environment and is also in charge of managing the organization's general diversity and inclusion of its workforce. In every organization, the human resources department bears the task of ensuring that employees' concerns are taken seriously and that their problems are promptly remedied.

Regardless of who they are or what role they are expected to do, employees should be able to feel at ease and be themselves in a friendly and open workplace. The directors of human resources are in charge of this. It's possible that the workers may feel quite included as a result of this. Numerous studies have been carried out in an attempt to explain the concept of inclusion. The characteristics of acceptance, contribution, and involvement are usually highlighted in these investigations. As a result, inclusion occurs when a person is respected for who they are and given the freedom or encouragement to stay unique within the confines of the work group.

HRM STANDS FOR HUMAN RESOURCE MANAGEMENT

The process of utilizing people to achieve organizational goals through a variety of duties is referred to as human resource management or HRM for short. Activities that fall under this category include, but are not limited to, staffing, human resource development, performance management, pay, OSHA compliance, employee and labor relations, and other activities. On the other hand, human resource management (HRM) is the process of employing, developing, evaluating, and compensating employees, as well as managing their labor relations, health and safety, and equity. HRM is also referred to as human resource administration (HRA).

Inclusive Working Environment

When we talk about inclusivity, we imply a culture of mutual support. Everyone can achieve to the best of their abilities in this culture since they all feel valued and respected for the work they do. The fundamental idea of disability inclusion is included in Article 3 of the 2006 Convention on the Rights of Persons with Disabilities (CRPD), which explains the overarching principles of the CRPD. In order to handle individuals who

are disabled at work, a number of guidelines have been devised. The CRPD's inclusive ideas for people with impairments have been modified for these guidelines. An entity aiming to promote disability inclusive development should adopt a rights-based approach to disability, according to the Centre for Disability Management (2012), Emir (2017), and APINDO (2020). Among the concepts of disability-inclusive development that the rights-based approach to people with disabilities (PWDs) employs are awareness, participation, comprehensive accessibility, and help.

Management of Disability

Disability, as defined by the World Health Organization (2020), is the result of interactions between people with health conditions and the personal and environmental factors to which they are exposed. The United Nations (UN) published the Convention on the Rights of Persons with Disabilities (CRPD) in 2006. Ensuring that all people with disabilities can benefit from all fundamental freedoms and basic human rights was the goal of this document. The Republic of Indonesian government has shown that it is dedicated to making sure that those with disabilities (PWDs) have equal rights and opportunity to live successful, independent, and discrimination-free lives. The enforcement of Law No. 8/2016 on Persons with Disabilities is evidence of this dedication. The Law on Individuals with Disabilities (PWDs) contains a clause that governs the fulfillment of these rights in order to guarantee that PWDs can exercise their right to work or to find employment. In addition, occupations, cooperatives, and entrepreneurial Endeavour's are mentioned in this section.

Management of Diversity

Concepts of diversity and diversity management, which are employed in the subject of organization and management studies, are related to the idea of intersectionality. We're talking about the idea of intersectionality, which holds that each person is biased because of the complex ways in which identities interact with one another. Social inequality may be classified into the following areas, according to the concept of intersectionality: gender, age, sex, race or skin color, ethnicity, nation state, class, culture, religion, ability, temporary or origin, wealth, North South, and stages of social development. A business can choose from several approaches when it comes to managing diversity. A company can employ three distinct paradigms to effectively manage diversity. The three paradigms in question are the discrimination and fairness paradigm, the access and legitimacy paradigm, and the learning and effectiveness paradigm.

When two or more employee groups have diverse backgrounds, diversity in the workplace is created. These backgrounds may differ in terms of national origin, religion, gender, age, color, ethnicity, disability, and culture. Among the potential issues that might cause an organization to fail are preconceptions related to gender roles, tokenism, discrimination, and ethnocentrism. Maximizing the potential benefits of diversity while limiting the possible issues that might undermine the company is the definition of managing diversity. Employing strong leadership, assessing the circumstances, including diversity-related education and training, and evaluating diversity management initiatives are some ways to carry out organizational operations as a sort of diversity management.

A framework was developed so that employees might have the opportunity to reach their greatest potential. The concept of inclusion in this paradigm is derived from optimal distinctiveness theory (ODT). According to object-oriented developmental theory (ODT), people struggle to balance their need for individuality with their need to fit in with others. As a result, individuals attempt to employ the concept of inclusion to establish a medium ground between these two objectives. To truly feel included, people must have a feeling of "uniqueness" as well as "belongingness." In this context, "belongingness" refers to how one is viewed as an insider inside the work group, while "uniqueness" refers to the recognition and validation of a unique identity.

Conflicts and challenges are likely to occur while attempting to create an inclusive workplace. It is said that because inclusion involves a broad variety of microprocesses and settings, it is a complex term. These comprise interpersonal conduct, group norms and climates, leadership models and practices, societal and corporate views, values, policies, and practices, as well as individual experiences of inclusion. It's probable that conflicts will arise if this occurrence is examined via the lens of paradoxes. There were three inclusion crises, it was discovered: 1) Identity vs self-expression; 2) Boundaries against conventions; and 3) Comfort versus safety. It is of the utmost importance to discuss the tension that exists between self-expression and identity, in particular, because it has an impact on the concepts of uniqueness and belonging. This tension is in contrast to the understanding of inclusion, which is defined as "maintaining one's distinctiveness from and uniqueness within the whole without losing benefits or rights available to other members." On the other hand, inclusion is defined as "full acceptance by, belonging to, and absorption into a larger social unit." At the same time, the concepts of distinctiveness and uniqueness (distinctiveness and uniqueness) and absorption (belonging and becoming the same) will be in conflict with one another. The dispute over whether inclusive rules should be flexible and open-ended or firm and well-defined is at the heart of the dilemma that borders and norms present.

The last paradox of safety and comfort is on the topic of whether or not inclusion requires getting out of one's comfort zone and being flexible, or if it involves increasing one's degree of comfort and sense of security.

Inclusion's impact on employee-driven innovation

High levels of inclusion may have a variety of positive impacts, such as high performance, creativity, and innovation. Based on the data in the section above, psychological safety is a critical requirement that has to be satisfied for an employee to experience a high degree of inclusion. "The feeling of being able to show and employ oneself without fear of negative consequences to one's self-image, status, or career" is one definition of psychological safety. Consequently, one may take it as a general consensus that individuals can openly share their ideas, opinions, and worries without worrying about repercussions. In an environment where psychological safety is ensured, supervisors not only encourage their staff members to voice their opinions, but they also feel free to do so without worrying about the consequences. It's feasible that a major role in promoting psychological safety can be played by leaders' activities. Leaders have an obligation to provide assistance and show that they are open to receiving criticism. Consequently, this will create a perception among staff members that it is OK for them to voice and discuss their ideas.

First off, inventiveness and creative thinking are positively impacted by psychological safety. That there is a positive relationship between employees' involvement in creative endeavors and their psychological safety. Therefore, employees are more likely to engage in creative activity, which might ultimately lead to the implementation of unique and original ideas, when they feel free to speak their thoughts and express themselves without worrying about the consequences. Moreover, as the aforementioned declaration states, "experimentation that is expected to result from a psychologically safe work context should result in the generation of novel solutions." It is therefore expected of workers that they will be the source of innovation, and they are incentivized to provide novel proposals. Consequently, it is reasonable to conclude that employee-generated creative ventures benefit from psychological safety.

Second, employee voice is seen to be a connecting factor between creativity, defined as the process of generating new ideas, and innovation, defined as the process of implementing those ideas. The opinion of the staff is among the most important elements that fosters innovation. However, they also believe that leaders could encourage voice conduct by, for example, showing support for others, as this fosters innovation and creativity. In the same manner that employees are expected to solve problems creatively, they must also ensure psychological safety. It is possible to conclude from this that employee voice and employee-driven innovation are positively correlated.

The ideas are related to the relationship between inclusivity and innovation as well as the relationship between psychological safety, employee voice, and creativity. As was said in the section that came before this one, psychological safety is a prerequisite for feeling high levels of inclusion as an employee. In a similar line, it was shown that giving people instruments for voice is one of the seven crucial inclusion management techniques that companies may employ to attain high levels of inclusion. As said in the previous part, employees want to feel different and like they belong. This is what they want to experience in order to feel included. Employee voice and uniqueness both highlight the differences among employees and the ways in which those differences are valued by speaking up, therefore it is possible to see a relationship between the two. Employers may meet employees' high need to be accepted and respected by them by implementing the psychological safety and employee voice concepts. Furthermore, it was demonstrated that there is a positive association between employee creativity and their participation in work groups. Because of this, we argue that mechanisms like as psychological safety and employee voice may account for the beneficial benefits of inclusion on creativity. It is essential for organizations to have an inclusive work atmosphere where employees feel comfortable enough to voice concerns and suggest changes. This has the ability to produce creativity in addition to fostering a high level of participation in creative and innovative work behaviors.

DEVELOPING INCLUSIVE WORK ENVIRONMENTS: HRM'S ROLE

One might separate the role of human resource management (HRM) in the creation of inclusive work environments into two distinct roles: 1) the function of existing HR rules and procedures, and 2) the function of HR professionals in and of themselves.

In the first place, the HRM-performance stream of literature, which focuses on the links between HR practices and organizational performance, is where the function of HR policies and practices can be seen to have been there all along. Since this is the case, we concentrate our empirical research on the HR policies and practices that are utilized to establish an inclusive working environment and to encourage innovation that is driven by employees. As an illustration, in accordance with previous research on the influence of age-inclusive human resource practices on the outcomes of organizations, we claim that in order for organizations to establish an inclusive work environment, they need to implement HR practices that are appropriate and targeted.

It is the HR policy domains that have an effect on the outcomes of the organization by affecting:
1)   The ability, expertise, and skills of employees

2)   The drive and effort of staff members,
3)   The chance for workers to make a contribution.

Consequently, the HR department should focus on HR practices that promote the three policy domains in an equal manner. Equal access to training and development is an illustration of an inclusive HR strategy that supports workers' skills and knowledge. Moreover, leadership and managers may have a big influence on employee motivation, which is connected to the second policy domain. Giving managers and other leaders training on how to support employees and encourage them to participate completely, for instance, can be an inclusive HR practice that encourages the growth of an inclusive workplace.

HR specialists are essential to the process since it is their job to create and implement HR policies that support a positive relationship between inclusion and innovation. This role is highlighted by the HRM function stream of literature, which focuses on the various roles the HRM function plays as an organizational actor. However, the HRM function covers more ground than just the work performed by HR specialists in the HR department; line managers and employees are seen as important players in HRM processes. For instance, HR specialists play a critical role in the creation and execution of HR policies in a business. HR experts also support line managers in implementing the proposed HR strategy. Thus, line managers' involvement in the implementation of HR procedures shapes employees' impressions of them. Because of this, implementing HR policies and procedures is seen as a multi-level and multi-actor process, with multiple HRM actors potentially contributing to the development of inclusive workplaces and EDI.
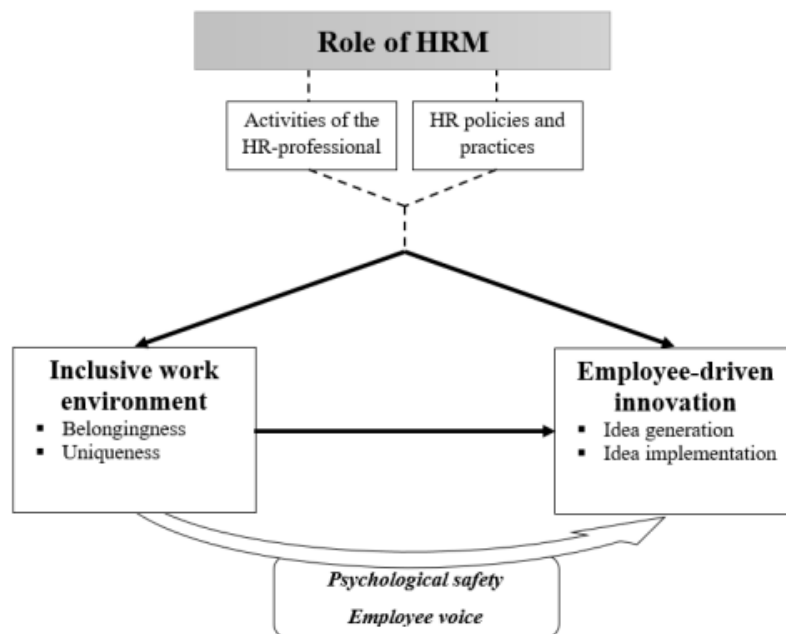

Figure.1. the function of human resources (HR's role)

CONSEQUENCES OF INCLUSION AND DIVERSITY IN WORKPLACES

In the administration of human resources, this includes diversity and inclusion management. The successful management of diversity and inclusion through the implementation of strong human resource practices and procedures is the means by which positive results are accomplished. Demonization, conflict, higher employee turnover, and substandard organizational performance are all possible outcomes that can be attributed to ineffective human resource management of diversity and inclusion. For this reason, diversity and inclusion management ought to be given a higher priority in human resource management processes for every organization. Due to the fact that the majority of businesses consider diversity solely as a question of adhering to legal duties and hiring members of ethnic minorities, there is an urgent need for improved diversity and inclusion in human resources.

OBJETIVES
1.   Management of diversity and inclusion in the field of human resource management in general
2.   A number of procedures to establish a working environment that is welcoming to everybody

Integrated Human Resources Practices for Employees with Disabilities
PT SAMA searches for candidates who meet the legal requirements for PWDs and possess the skills that the firm needs in order to hire people with disabilities. This is why a hiring evaluation takes into account both the

talents that each applicant must have and the demands of the firm in the needed job. In order to ensure that the abilities required to do the job are the basis for evaluating a candidate's credentials, PT SAMA's recruitment procedures that followed Macy's (1996) job standards need to be thoroughly reevaluated.

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II. CONCLUSION

Inclusion is the state in which all employees experience a sense of belonging inside the organization. To understand and assist every employee and foster an inclusive culture, managers need to receive the necessary education and training. By offering a framework for employee input and its pertinent appraisal, employers may give their staff a voice. Certain new rules and practices may be included, while others may be excluded. Ensuring that prospective workers receive compensation commensurate with their job title and skill set is also crucial. Traditions and culture must be honored in the workplace in order to support the employees. Proclaim, defend, and encourage that the company's principles include inclusivity. Apart from promoting inclusivity, the workplace culture needs to foster candid discussions as well.

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