



A Study on the Role of Human Resource Management in Creating an Inclusive Workplace

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ABSTRACT

This study has been done to study about the role of Human Resource Management in creating an inclusive workplace environment for the employees. As the employees are an integral part of the organization so the research study is important to know if they are being availed to the necessary environment at their workplace. The concept of inclusion refers to employee's full contribution and potential in the workplace. Inclusion is important as it gives the employees freedom to speak, to feel accepted and to feel safe. An inclusive workplace is a term which refers to a workplace where people with different characteristics are included in the company culture. The main study is about the inclusive workplace environment for the employees working in the organization. An organization cannot achieve the pre-determined objectives without the individuals working co-operatively towards common goals. An organization must create positive work culture, healthy interpersonal relations, job security, recognition and fair evaluation, better pay structure, more opportunities and chances for growth, reward against better performance as well as overall development of the workforce.

Keywords: human resource management, inclusive workplace, inclusion

1. Introduction

Human Resources or the people working within the organization are the foremost important resources. The overall purpose of human resource is to make sure that the organization is in a position to understand success through people. Human Resource Management is a comprehensive approach which describes the formal system of managing employees and an organization's culture and environment. Provide the employees with the opportunity to contribute to the organization's success, to create and empower an organizational culture and foster a respectful, inclusive environment around them.

The concept of inclusion refers to employee's full contribution and potential in the workplace. So, inclusion could lead to employees feeling safe to speak up and to come up with new and innovative ideas which can be effective as well as efficient. An inclusive work environment is one during which employees are often themselves, feel a part of the organization, feel psychologically safe, feel respected and valued and are taken seriously. In creating such environment human resource professionals have to execute several activities and tasks which can be designing and facilitating tools, advising and coaching line managers and motivating and stimulating employees to come up with new ideas.

The Human Resource Managers need to create an open culture where employees can feel safe and be themselves, regardless of whom they are and which function they have to perform. This can lead the employees to experience high levels of inclusion. Various studies describe the concept of inclusion in which characteristics of acceptance, contribution and participation are often mentioned. So, inclusion occurs when an individual is treated as an insider and also allowed or is encouraged to retain uniqueness within the work group.

2. Review Papers

[1] Anthonypillai Anton Arulrajah (2016), Contribution of Human Resource Management in Creating and Sustaining Ethical Climate in the Organizations stated that this review indicates different forms of ethical issues that still widely exist in the organizations and also reveals limited literature that examines how ethical culture and climate can be managed in organizations through effective Human Resource Management. The findings of this review present the contribution of functional dimensions of Human Resource Management in creating and sustaining ethical culture and climate at all levels in the organizations. This review also discusses the implications for practice and further research in relation to creating HRM-based ethical climate in organizations.

[2] Greg J. Bamber, Timothy Bartram and Pauline Stanton (2017), HRM and workplace innovations: formulating research questions stated that the purpose of this paper is to review the roles of human resource management (HRM) specialists in the contemplation and implementation of innovation in employing organizations and workplaces. The author proposes six research questions. The authors argue that HRM specialists should embrace and enable innovation. The authors challenge HRM specialists to consider how they can contribute to facilitating innovation. The paper proposes further research on HRM and range of associated stakeholders who, together, have responsibility for innovating in the design and delivery of HRM to enrich our knowledge of HRM and workplace innovations.

[3] Urmila Itam and M.M. Bagali (2018), Diversity and Inclusion Management: A Focus on Employee Engagement stated that diversity and inclusion have been increasingly recognized and are the most utilized organizational resources over the last few decades. In conclusion an exhaustive review of available literature on managing diverse workforce demonstrates the importance of various managerial practices in handling the diverse employee base. At last the authors believe that the developed framework can help to overcome the drawbacks outlined and understand how differences in the workforce can be managed and encouraged towards individual, group or organizations growth and development.

[4] Lynn M. Shore, Jeanette N. Cleveland and Diana Sanchez (2018), Inclusive workplaces: A review and model stated that this article reviews and synthesizes the inclusion literature and provides a model of inclusion that integrates existing literature to offer greater clarity, as well as suggestions for moving the literature forward. Thus, the inclusion literature is seeking to establish ways in which organizations can create inclusionary environments and invoke practices such that diversity is not a disadvantage, and can in fact provide an organizational advantage. Armed with multiple perspectives, current HR practices can be a starting point for creating inclusion by providing the tools to shift our focus from surface level difference to addressing organizational, social, and global issues by listening collectively to relevant constituents and by applying accumulated knowledge.

[5] Britt Büter (2020), The Role of HRM in creating an Inclusive Work Environment to foster Employee-Driven Innovation stated that the employees want to feel accepted and unique within an organization and they want to have the opportunity to express their opinions and ideas freely. This study talks about the role of HRM in creating inclusive work environments to foster EDI where the role of HRM is divided into the role of HR policies and practices. It also talks about the activities that Human Resource professionals can execute to stimulate both the concepts. Research Design used here is Explorative. Data collection was done through interviews with 12 HR-professionals who were approached by a post on LinkedIn and via email. This study showed that line managers are the key factor within both inclusion and EDI, as they need to create an open culture in which employees can feel safe and be themselves, regardless of whom they are and which function they have to perform.

3. Research Methodology

The universe considered for this study is the entire workforce of the organization. This study is exploratory in nature considering its objectives and scope of the study. Convenient sampling method is adopted in order to collect the data. Response has been taken from 53 sample size from an organization. Primary and secondary tools of data collection have been used to collect the data. Questions were circulated over the targeted sample and response was taken for data analysis. Here are the questions and responses received for that.

1. Are people of all culture and background respected and valued at your workplace?

Table 1: Are people of all culture and background respected and valued at your workplace?

Particulars	Frequency	Percentage
Strongly Agree	11	20.8%
Agree	38	71.7%
Neutral	04	7.5%
Disagree	00	0%
Strongly Disagree	00	0%

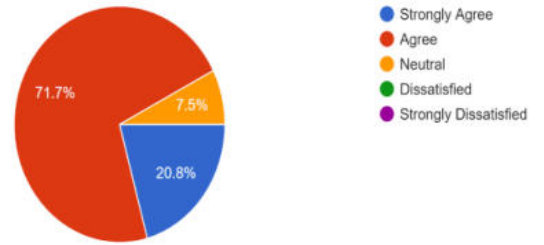


Fig.1 –Are people of all culture and background respected and valued at your workplace?

2. Do you feel included and respected within the firm?

Table 2: Do you feel included and respected within the firm?

Particulars	Frequency	Percentage
Strongly Agree	09	17%
Agree	40	75.5%
Neutral	04	7.5%
Disagree	00	0%
Strongly Disagree	00	0%

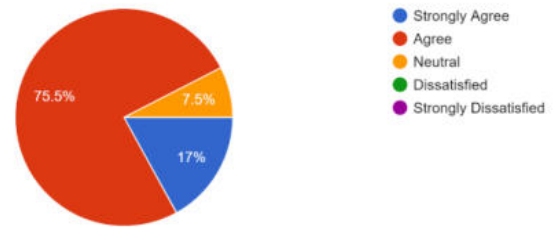


Fig.2-Do you feel included and respected within the firm?

3. Is your job performance evaluated fairly?

Table 3: Is your job performance evaluated fairly?

Particulars	Frequency	Percentage
Strongly Agree	08	15.1%
Agree	38	71.7%
Neutral	07	13.2%
Disagree	00	0%
Strongly Disagree	00	0%

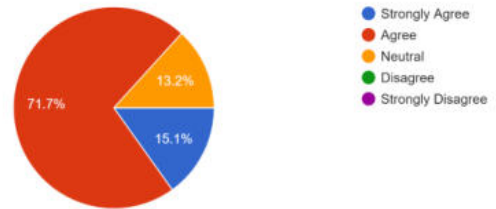


Fig. 3-Is your job performance evaluated fairly?

4. Are all the employees treated fairly?

Table 4: Are all the employees treated fairly?

Particulars	Frequency	Percentage
Strongly Agree	07	13.2%
Agree	39	73.6%
Neutral	07	13.2%
Disagree	00	0%
Strongly Disagree	00	0%

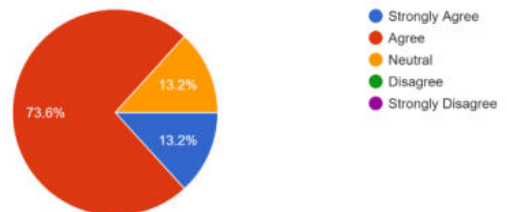


Fig. 4–Are all the employees treated fairly?

5. Are you comfortable talking about your background and experience with your colleagues?

Table 5: Are you comfortable talking about your background with your colleagues?

Particulars	Frequency	Percentage
Strongly Agree	04	7.5%
Agree	26	49.1%
Neutral	23	43.4%
Disagree	00	0%
Strongly Disagree	00	0%

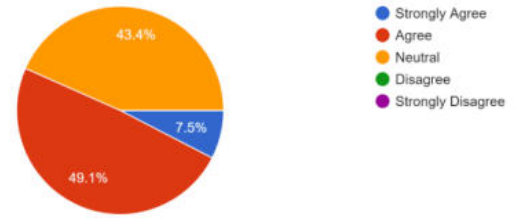


Fig. 5–Are you comfortable talking about your background and experience with your colleagues?

6. Do the employees interact well with each other?

Table 6: Do the employees interact well with each other?

Particulars	Frequency	Percentage
Strongly Agree	04	7.5%
Agree	38	71.7%
Neutral	11	20.8%
Disagree	00	0%
Strongly Disagree	00	0%

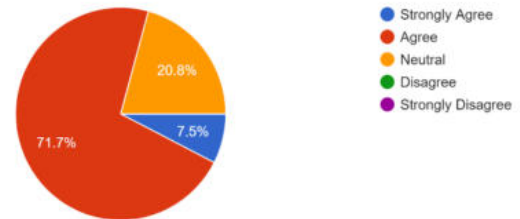


Fig. 6–Do the employees interact well with each other?

7. Does the firm provide an environment for free and open expression of ideas, opinions and beliefs?

Table 7: Does the firm provide an environment for free and open expression of ideas, opinions and beliefs?

Particulars	Frequency	Percentage
Strongly Agree	08	15.1%
Agree	30	56.6%
Neutral	15	28.3%
Disagree	00	0%
Strongly Disagree	00	0%

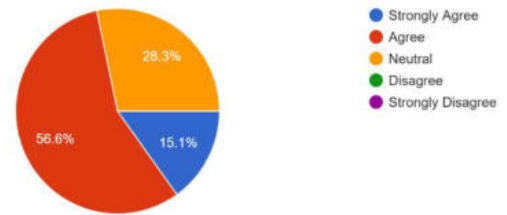


Fig. 7–Does the firm provide an environment for free and open expression of ideas, opinions and beliefs?

8. If you have any concern, are you aware where and how to report that concern?

Table 8: If you have any concern, are you aware where and how to report that concern?

Particulars	Frequency	Percentage
Strongly Agree	13	24.5%
Agree	29	54.7%
Neutral	11	20.8%
Disagree	00	0%
Strongly Disagree	00	0%

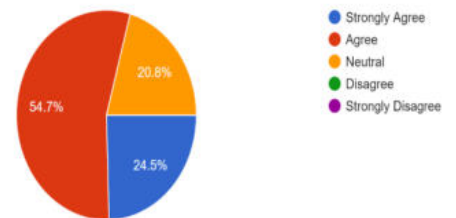


Fig. 8- If you have any concern, are you aware where and how to report that concern?

9. Is appropriate action taken in response to any negative incident?

Table 9: Is appropriate action taken in response to any negative incident?

Particulars	Frequency	Percentage
Strongly Agree	32	60.4%
Agree	14	26.4%
Neutral	07	13.2%
Disagree	00	0%
Strongly Disagree	00	0%

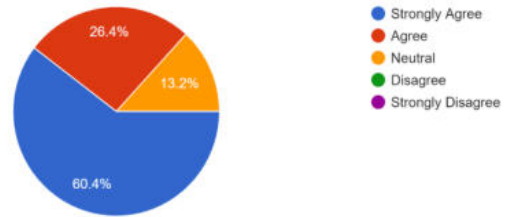


Fig. 9- Is appropriate action taken in response to any negative incident

10. Do you have healthy disagreements and debate as a team?

Table 10: Do you have healthy disagreements and debate as a team?

Particulars	Frequency	Percentage
Indiscipline among them	9	18%
Strain on the labor management relations	13	26%
A decline in the employee performance and productivity	6	12%
All of the above	22	44%

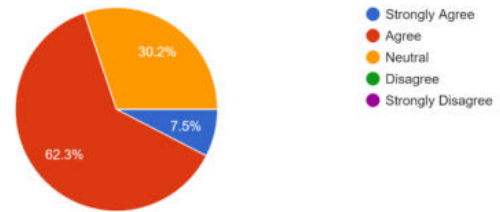


Fig. 10- Do you have healthy disagreements and debate as a team

11. Does your supervisor help you in your allotted work?

Table 11: Does your supervisor help you in your allotted work?

Particulars	Frequency	Percentage
Strongly Agree	04	7.5%
Agree	34	64.2%
Neutral	15	28.3%
Disagree	00	0%
Strongly Disagree	00	0%

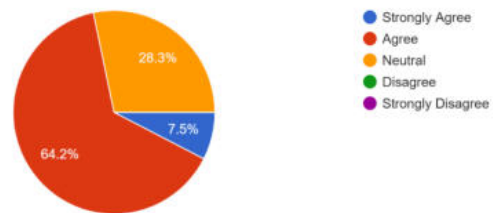


Fig. 11-Does your supervisor helps you in your allotted work?

12. Do you think you are given equal opportunities to justify/prove yourself?

Table 12: Do you think you are given equal opportunities to justify/prove yourself?

Particulars	Frequency	Percentage
Strongly Agree	11	20.8%
Agree	38	71.7%
Neutral	04	7.5%
Disagree	00	0%
Strongly Disagree	00	0%

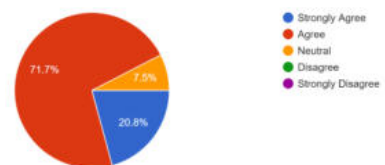


Fig. 12- Do you think you are given equal opportunities to justify/prove yourself?

4. Results and Conclusion

Results:

- The respondents agree that people of all cultures and background are respected and valued at their workplace which is agreed by 71.7% of them.
- The respondents agree that they feel included and respected within the firm which is agreed by 75.5% of them.
- The respondents agree that their job performance is being evaluated fairly which is agreed by 71.7% of them.
- The respondents agree that all the employees are treated fairly at their workplace which is agreed by 73.6% of them.
- The respondents agree that they are comfortable talking about their background and experiences with their colleagues which is agreed by 49.1% of them.
- The respondents agree that the employees interact well with each other within the firm which is agreed by 71.7% of them.
- The respondents agree that the firm provides an environment for free and open expression of ideas, opinions and beliefs which is agreed by 56.6% of them.
- The respondents agree that they are well aware that if any sort of concern arises where and whom it must be reported which is agreed by 54.7% of them.
- The respondents strongly agree that an appropriate action is definitely taken in response to any negative incident at their workplace which is strongly agreed by 60.4% of them.
- The respondents agree that they have healthy disagreements and debate as a team which is agreed by 62.3% of them.
- The respondents agree to it that their supervisor does help them in their allotted task and work which is agreed by 64.2% of them.
- The respondents agree that they are given equal opportunities to justify/prove themselves at their workplace which is agreed by 71.7% of them.

Conclusion:

The inclusion is where there is a company culture where everyone feels included. That is why managers must be educated and trained to understand and support all employees and cultivate an inclusive culture. The employees must have a voice of their own by providing an employee feedback system and its relevant assessment. There can be inclusion of new policies and practices while there can also be exclusion of a few of them. It also must be ensured that the potential employees are paid by the company according to their skills and job title. For the workers encouragement their culture and traditions must be respected within the company. Preach, advocate and promote that inclusion is an integral part of what the company values. The company culture should not just practice inclusion but should also encourage open conversations too.

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