



TO ANALYSE THE ROLE OF HUMAN RESOURCE MANAGEMENT IN CREATING AND INCLUSIVE WORKPLACE

Dr. Chandra Bhanu Mishra

Director Principal

PRUDENCE GROUP of SCHOOLS

Abstract

In this article, we build a theoretical framework for understanding how leaders contribute to shaping the influence that HRM diversity strategies have on employee inclusion. To this point, the literature on HRM has generally depicted leaders as playing a more subservient position, with the primary focus being on their roles as enactors and communicators of HRM policies and practises. The idea of innovation may be interpreted in a number of different ways. In 1934, Schumpeter previously established the definition of innovation when he stated that "innovation is novelty that produces economic value." It is evident, based on this description, that innovation is primarily concerned with newness or novelty, as well as value. However, this definition is also criticised since it places an emphasis on a thing's monetary worth. It should not simply focus on the economic elements since it may also generate other sorts of values, such as employability or a learning culture. This is why the focus on the economic aspects is important. The interviews were recorded and their content was transcribed in its entirety, as was mentioned in the section before this one. As was mentioned before, the purpose of this study is to describe the role that HRM plays in the process of creating an inclusive work environment and how this impacts employee-driven innovation.

Keywords: *HRM, Inclusive*

Introduction

Today, diversity is a topic that is given significant attention inside businesses since it may result in beneficial consequences, such as an increase in creative output and innovative ideas. As a result, diverse approaches are used inside businesses in an effort to foster diversity. In general, the term "employee diversity" refers to "demographic disparities among members, encompassing both observable (e.g., gender, race, age) and no observable (e.g., culture, cognition, education) traits, and is regarded a quality of a workgroup or organisation." It is evident from this definition that it is vital to look at the demographic features, but it is also important to look at the so-called attained characteristics, such as educational- and functional background, as well as job experience. According to the findings of a large number of studies, diversity in the workplace is generally regarded as a beneficial thing since it may improve aspects such as team performance, productivity, organisational decision-making, as well as creativity and innovation inside businesses.

To provide an example, varied companies improve their knowledge base via the interaction of employees who each bring a unique set of skills and experiences to the table. This, in turn, may lead to the development of fresh and original concepts. is consistent with the findings of a number of research, which conclude that a

diverse workforce is associated with an increased level of innovativeness in the workplace. Therefore, there is a good foundation for the argument that individuals with distinctions linked to their jobs, such as function, profession, education, tenure, and skills, have a beneficial influence on creativity. This is provided by the body of research that has been conducted. Nevertheless, there is some evidence from earlier research that points to a detrimental connection between variety and creativity. This is especially true when it comes to the diversity of backgrounds, where factors such as age, gender, and ethnicity are significant aspects to consider. To provide an example, in the research study conducted by the authors hypothesised that a diverse background has a negative relationship with innovation because it "may lead to communication problems and difficulties in resolving opposing ideas and reaching consensus within the team". The findings, however, indicate that there is a negative, albeit insignificant, link between innovation and creativity.

argue that the effect of diversity on innovation depends on environmental factors, in which they measured the contingent effects of high-tech industry and market turbulence. In addition to the positive and negative effects that diversity has on innovation, also argue that the effect of diversity on innovation depends on environmental factors. They demonstrated that having people of different genders and social statuses had a beneficial impact on creativity, especially in highly volatile markets. In addition, age diversity has been shown to have nothing but a beneficial impact on the innovative processes of high-tech companies. When investigating the impact of diversity on creativity, it is essential to take into account the many variables of context, as the results presented here make clear. When researching how diversity affects creativity, it is essential to take into account the idea of inclusion, which denotes the full involvement and contribution of employees as well as the realisation of an individual's full potential. According to "although many organisations have added more diversity to their workforce, there has been increasing recognition that focusing on increasing diversity in organisations does not ensure the potential benefits of individuals from these groups to influential positions in organisations" (although many organisations have added more diversity to their workforce).

Therefore, inclusion is particularly important for employee-driven innovation. As a result of this definition, it is abundantly evident that workers on the shop floor are considered to be a source of innovation. On the other hand, workers on the shop floor need to be allowed to voice their minds, which are directly related to the feeling of being included, in order to generate fresh and original concepts. In addition, contend that the contradictory impacts that diversity has on creativity "may be attributable to the lack of awareness of the combined functions of belongingness and uniqueness". For this reason, it is necessary to have a more in-depth understanding of the link between innovation and inclusion in order to, eventually, establish a work environment that is inclusive and in which workers have the same possibilities to contribute to the success of the business. It is possible that HRM will play a significant part in the development of these inclusive working environments.

According to Bamber, Bartram, and Stanton (2017), diversity and inclusion have the potential to add value to businesses and bring about good outcomes for everybody involved. They suggest that human resource management professionals may aid in the creation of these positive effects and, as a result, can inspire employee-driven innovation. In addition, HRM is responsible for the formation of an organisational culture in which workers' contributions are recognised, and as a result, employees have a sense of inclusion in the firm. Therefore, the function of HRM in the process of establishing an inclusive work environment can be broken down into the roles of HR policies and practises. However, the HR professionals themselves also play an

important part in the process, as it is their responsibility to develop and design HR practises that establish a constructive relationship between inclusion and innovation. As a result, for this study, we decided to concentrate on two different areas of HRM literature. First, the HRM-performance stream stresses, as stated that "the strategic management of people contributes to the persistent competitive advantage of organisations" Because of this, a lot of attention in study has been paid to the connections between HR practises and organisational performance Second, the Human Resource Management (HRM) function stream concentrates on the many different functions that the HRM function plays as an organisational actor Therefore, in this study, we looked at what HR policies and practises are employed inside firms, and we also looked at the role that HR professionals play in fostering employee-driven innovation by cultivating an inclusive work environment. Therefore, HRM plays a significant part in the process of developing inclusive work environments; yet, this function is understudied, and there is a lack of empirical proof for it.

Objective

1. In the context of a general study on employee diversity, "demographic variations among members" is referred to.
2. The idea of inclusion has been the subject of a number of researches, and each of these investigations has arrived at a somewhat different meaning of the term.

Employee-driven innovation

In today's world, businesses need to innovate in order to keep up with the fast changes brought about by economic shifts, technical advancements, and rising customer demands. The idea of innovation may be interpreted in a number of different ways. According to Schumpeter, who defined innovation as "novelty that produces economic value" in 1934), innovation is defined as "novelty that creates economic value." It is evident, based on this description, that innovation is primarily concerned with newness or novelty, as well as value. However, this definition is also criticised since it places an emphasis on a thing's monetary worth. It should not simply focus on the economic elements but it may also develop other sorts of values, such as employability or a learning culture This is why it is important to not only focus on the economic aspects. As a result, the following definition of innovation from will be used in this paper. It states that "innovation refers to the intentional generation, promotion, and realisation of new ideas within a work role, group or organisation, in order to benefit the individuals involved, the group, or the organisation" In addition, contend that there are six primary characteristics of innovation that can be distinguished: 1) the nature of innovation; 2) the type of innovation; 3) the stages of innovation; 4) the social context of innovation; 5) the means of innovation; and 6) the purpose of innovation. The first and second attributes of innovation pertain to the nature of the innovation itself, which might take the shape of brand-new or significantly enhanced goods, services, and processes. The third characteristic relates to the steps that comprise the innovation process, which, in general, begins with the conception of an idea and continues with the actualization of that concept. Next to this, the social context refers to "any social entity, system, or group of individuals participating in the innovation process or environmental elements impacting it." In other words, it encompasses "any social context in which innovation occurs" In conclusion, the resources that are required and the end objective of the innovation process are both directly related to the "means" and "purpose" of innovation. demonstrate that innovation is composed of essential features by using these characteristics as evidence. These characteristics indicate the several paths that the innovation process might take. As was just discussed, innovation may also be classified according to a variety

of kinds, with the ability to differentiate between three different pairings of types. The first distinction to be made is between administrative and technological innovations. Administrative innovations pertain to shifts in processes, policies, and institutions, whilst technical innovations refer to new kinds of technology. New technology, goods, and services can all be considered examples of technical innovations. Second, companies might focus their attention on the development of new products or processes. Product innovations are defined as "new products or services introduced to address an external user or market need," while process innovations are defined as "new components introduced into an organization's production or service processes".

In conclusion, innovations can either be ground-breaking or gradual. On the other hand, incremental innovations lead to relatively minor adjustments inside an organisation, whereas radical breakthroughs cause profound shifts. The new concepts need to advance through multiple levels before they can be successfully implemented into these various sorts of innovations. According to Farr and Tran (2008), the process of innovation consists of the following four stages: 1) determining the nature of the issue, 2) conceiving potential solutions, 3) analysing those potential solutions, and 4) putting those solutions into action. The first step in problem identification is presenting or finding the problem, which is followed by the collection of information pertaining to the issue. The phase of idea generation is the second step, which takes place after the problem has been recognised. "Initiating a novel process that departs from the routine of the organisation and of creating possibilities through accessible routes and the examination of relevant aspects in the environment" is what this phase is all about. The third stage, also known as the concept evaluation phase, it is decided or reviewed whether the product is acceptable and beneficial at this point in the process. The last step of the innovation process is called "implementation," and it is at this phase that the proposed solution to the existing issue is put into practise.

As a result, the innovation will be put into practise. In general, the innovation process is iterative, with the initial stages focusing on creation and the latter two stages evaluating ideas and putting them into practise. Innovation is concerned with the last two phases of the process. Because many previous studies have focused primarily on describing the innovation process as consisting of these two primary stages, that is where we will direct our attention in this investigation: the phase of idea creation and the phase of execution). Additionally, companies have the ability to stimulate the idea generating phase as well as the phase of implementation by utilising a variety of policies and procedures. In conclusion, putting an emphasis on innovation may result in a number of advantageous outcomes for a firm. However, Hyrup (2010) asserts that the process of invention also includes a component of education. The people on the work floor contribute their experience, knowledge, and expertise to the process of implementing new ideas as part of the innovation process. Because of this, it is essential to involve employees in the process of innovation, since this is the fundamental idea behind the notion of employee-driven innovation. The definition of employee-driven innovation (EDI) provided will be used in this study. According to this definition, EDI is "the generation and implementation across organisational levels of new ideas, products, services, and/or processes originating from one or more work floor employees who are not overtly required to be active in these activities." This definition will be used to guide the research that will be conducted.

Inclusion

The idea of inclusion has been the subject of a number of studies, each of which has offered a unique definition of the term. One definition of inclusion, offered by Roberson (2006), describes it as "the elimination of hurdles

to the full involvement and contribution of employees in organisations". In addition, Ferdman (2017) asserts that "people of all identities and various styles may be completely themselves while simultaneously contributing to the wider collective, as respected and full members" in inclusive organisations and communities. In a similar vein, Pelled and colleagues (1999) describe inclusion as "the degree to which an employee is embraced and regarded as an insider by others in a work system" . Mor Barak (2000) concludes that the degree to which individuals feel that they are a part of essential organisational activities is directly related to the feeling that they have of being included. These essential procedures include having a say in decision-making, having access to relevant information and resources, and participating in various work groups As a result of these definitions, it is now abundantly evident that factors such as acceptance, contribution, and involvement are necessary for workers to have a sense of inclusion. According to the findings of this study, an inclusive workplace is one in which workers are given the chance to voice their ideas and are rewarded for the contributions they make to the business Therefore, in order for enterprises to enable their employees to achieve to their maximum capacity, they need to recognise and appreciate the variances that exist within their workforce.

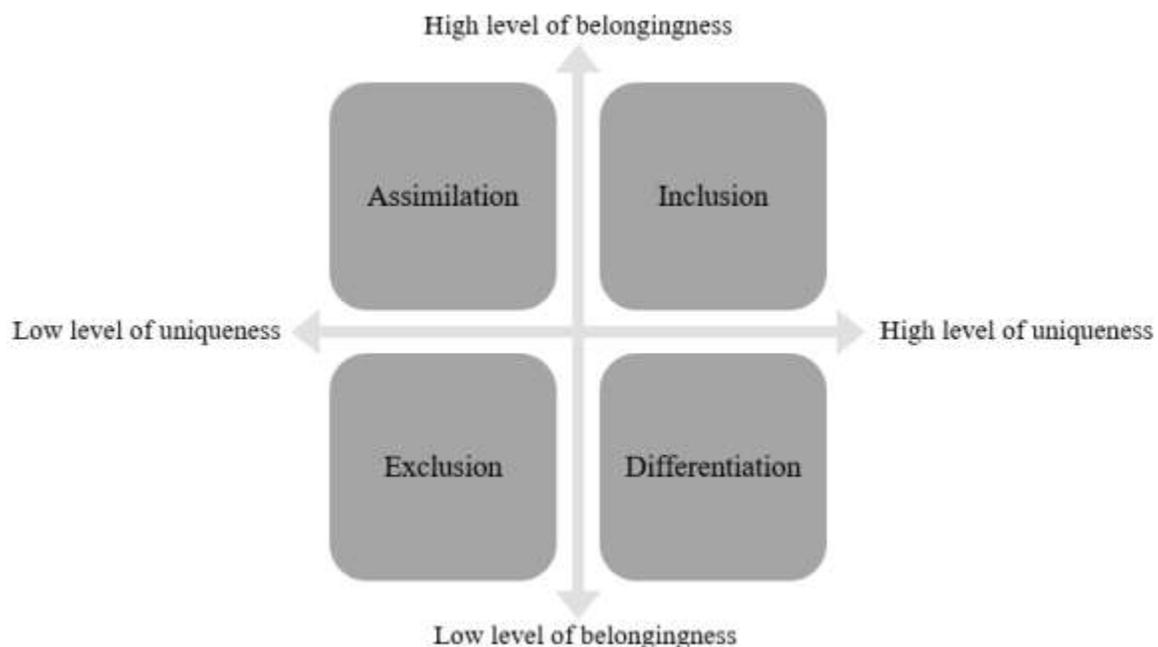


Figure 1. Framework of inclusion, adapted from.66

Shore et al. (2011) established a framework in which the idea of inclusion is founded on optimum uniqueness theory in order to make it possible for workers to realise their full potential. This was done in order to offer workers with the chance to do so (ODT). According to the ODT, individuals face tensions caused by the competing needs to be similar to others and to be distinct from one another. As a result, people look to the idea of inclusion as a means of achieving a middle ground between these two competing goals. According to the research of Shore et al. (2011), in order for people to feel like they belong, they need to have a feeling of both their "uniqueness" and their "belongingness." In this sense, uniqueness relates to the acknowledgment and encouragement of an individual's distinct identity, whereas belongingness refers to being treated as an insider within the context of the work group. Because of this, it is necessary to address both aspects in order to have an

experience of inclusion, because failure to do so will result in differentiation (high uniqueness, low belongingness), assimilation (high belongingness, low uniqueness), or exclusion (both low values), as can be seen in the figure that was presented earlier. Nevertheless, there is still the question of which requirements are necessary to answer in order to feel high degrees of belonging as well as individuality. According to Shore et al. (2018), in order for an organisation to be considered inclusive, it must prioritise the following six themes: 1) psychological safety; 2) involvement in the work group; 3) authenticity; 4) the feeling of being respected and valued; 5) the ability to influence decision-making; and 6) the recognition, honouring, and advancement of diversity. To begin, the concept of psychological safety relates to the degree to which individuals believe it is safe to express viewpoints that are not shared by others. Second, the components of 'belongingness' and 'uniqueness' from Shore et al. are related to the themes of engagement in work groups and authenticity that have been discussed (2011). People want to feel like they are part of the in-group, but they also want to express who they are as individuals. The experience of being respected and cherished, or "being regarded as an appreciated and revered member of the group and organisation," is another factor that is present in many cases (Shore et al., 2018, p. 182). The sixth topic, impact on decision-making, focuses on the fact that workers are given the chance to communicate their thoughts and points of view, and that their superiors or managers take them into consideration when making decisions. The last tenet of 'recognizing, honouring, and furthering of diversity,' fair treatment, and top management that respects and encourages the differences among employees are the tenets that are being discussed here. Overall, these six components are frequently cited as key components of inclusion and as a result, it is possible to draw the conclusion that these components are essential for employees to feel a sense of inclusion. Attempting to build an inclusive organisation can lead to a variety of difficulties and conflicts. According to Ferdman (2017), the concept of inclusion is complicated because it encompasses "macro, meso, and micro processes and contexts, ranging from societal and organisational ideologies, values, policies, and practises, to leadership models and practises and group norms and climates, to interpersonal behaviour and individual experiences of inclusion" (p. 239). As a result of this, conflicts may arise, as Ferdman demonstrated through analysing paradoxes to illustrate his point (2017). He identified three challenges associated with inclusion, which are depicted in Figure 2 as follows: 1) self-expression vs identity; 2) limits versus standards; and 3) safety versus comfort. In particular, it is essential to have a conversation about the conflict that exists between expressing oneself and maintaining one's identity because of its connection to the ideas of belonging and standing out. The idea that inclusion "constitutes full acceptance by, belonging to, and absorption into a larger social unit" is pitted against the concept that inclusion "constitutes the ability to maintain one's distinctiveness from and uniqueness within the whole without losing benefits or rights available to other members." This tension highlights the difference between these two conceptions of inclusion. As a result; there will be conflict between the concepts of belonging while being the same (absorption) and belonging while being separate (distinctiveness and uniqueness). This finding is also consistent with the findings of who admit that feeling uniqueness and belongingness at the same time will result in the development of conflicts. As a result, an excessive emphasis on belonging can result in sameness or exclusion, while, on the other side, an emphasis on individuality can result in a lack of collective identity. Both of these outcomes are undesirable this, in turn, is something that can only be controlled by comprehending, accepting, and wholeheartedly embracing the conflict between belonging and individuality. For instance, organisations need to place equal emphasis on both the group's identity and the members' distinctive distinctions. Second, the conundrum of limits and norms centres on the question of whether or not the standards of inclusion should be consistent and well defined, or if they should be fluid and open. In

conclusion, the safety vs comfort conundrum centres on the topic of whether or not inclusion is about enhancing comfort and a sense of safety, or about stepping beyond of comfort zones and being willing to change.

The effect of inclusion on employee-driven innovation

A high level of inclusion has been shown to be positively correlated with a number of desirable outcomes, including high performance, creativity, and innovation. As was covered in the prior section, a high level of psychological safety is a necessary requirement for an employee to have a significant sense of inclusion in their workplace. The phrase "feeling able to exhibit and utilise oneself without fear of bad repercussions to self-image, status, or profession" is one way to define psychological safety. Another definition is "being able to display and employ oneself without dread of negative consequences" As a result, the concept that people are free to express their thoughts, opinions, and worries without fear of reprisal might be interpreted as a widely held conviction. Employees have the impression that they may voice their minds openly and freely inside a workplace that prioritises the provision of psychological safety, as well as one in which their managers actively encourage them to do so. Researchers state that the actions of leaders may be one of the most important factors in determining the level of psychological safety present in an organisation. The leaders of a company have a responsibility to encourage their employees to feel comfortable voicing their thoughts and opinions by providing them with support and demonstrating an openness to receiving feedback. The idea of "employee voice" is connected to the concept of "psychological safety." Employee voice is defined as "employees making innovative suggestions for change and recommending modifications to standard procedures even when others disagree." Psychological safety is related to the idea of "employees making innovative suggestions for change contend that when workers experience high levels of psychological safety, voice behaviour is more likely to take place in the workplace. Therefore, "when individuals feel safe voicing and speaking their opinions, they are more likely to propose inventive proposals for change "Because of this, not only are the ideas of psychological safety and employee voice intimately tied to one another, but so is the idea of creativity.

To begin, a feeling of psychological safety has a favourable impact on creative and innovative thinking. According to the findings of psychological safety has a favourable correlation with employee engagement in creative activity. Therefore, when employees have the sense that it is safe to speak up and express themselves without fear, they are more likely to be involved in creative work, which eventually could lead to the implementation of new and innovative ideas. When employees have the sense that they are safe to speak up and express themselves without fear, they are more likely to be involved in creative work. In a similar vein, Frazier et al. (2017) write that "experimentation that is supposed to arise from a psychologically secure work space should result in the production of unique solutions." In this approach, it is anticipated of employees that they will be the source of innovation since they are given the freedom to provide proposals that are novel. Therefore, it is possible to reach the following conclusion: psychological safety has a favourable effect on employee-driven innovation. Second, the employee voice is considered to be the connecting factor between creativity, which is the process of coming up with new ideas, and innovation, which is the process of putting those new ideas into practise (Carmeli et al., 2010). According to Kremer, Villamor, and Aguinis's (2019) research, the participation of employees in the innovation process is an essential component. They say that leaders need to foster voice behaviour by doing things like demonstrating support in their role as a leader, which in turn leads to creativity and innovation in the workplace. Employees are expected to provide original

ideas, just like they are expected to do so with regard to their psychological safety. As a result, we may reach the following conclusion: there is a favourable connection between employee voice and employee-driven innovation. In addition to the connection that psychological safety and employee voice have with the concept of innovation, these ideas also have ties to the idea of inclusiveness. As was discussed in the preceding section, experiencing high levels of inclusion as an employee is contingent upon having a degree of psychological safety that is adequate. In a similar vein, Tang et al. (2015) discovered that one of the seven crucial inclusion management techniques that businesses may employ for the purpose of experiencing high levels of inclusion is offering mechanisms for voice. Employees desire to have a feeling of belonging and individuality in order to experience inclusion, as was described in the part that came before this one. Both the idea of uniqueness and the concept of employee voice place an emphasis on the differences that exist among employees and the notion that those distinctions are appreciated in the form of speaking up in the workplace (Chung et al., 2019).

Methodology

Exploratory research is carried out in order to provide a response to the research topic. In the following parts, an explanation will be provided for the study design, the sample that was utilised for this research, as well as the techniques for data collecting and data analysis.

Research design

A qualitative research technique is utilised in order to provide a response to the research question, which investigates the role that HRM plays in the process of developing inclusive working environments in order to encourage employee-driven innovation. In a nutshell, qualitative research is "research that provides descriptive data - people's own written or spoken words and observable behaviour," and this is the definition of qualitative technique. As a result, one of our goals is to investigate the significance of certain people and to discover the reasons behind and the processes behind particular phenomena. The primary objective of this study is to investigate the function of HRM; consequently, the qualitative data is gathered through in-depth interviews with a variety of HR-professionals, including HR managers, HR advisors, and HR specialists (see Table 1 for more information), in order to achieve this objective. Specifically, we decided to go the route of conducting semi-structured interviews, which gave us the freedom to probe deeper and collect more data on a certain subject matter through the use of supplemental questions. As a result, we have developed several follow-up questions (also known as probing questions) that can be utilised in the event that the person being interviewed does not supply sufficient information.

Data collection

As was indicated, interviews are carried out with a number of different HR specialists; Table 1 provides an overview of the results of these interviews. When choosing the organisations, there is no consideration given to whether they are public or private, what industry they are in, or how big they are. A post is made on LinkedIn, and an email is sent to each of the businesses in question. It was feasible to create comparisons between various firms and the function of HRM within inclusiveness and employee-driven innovation as a result of the 12 interviews that were done with HR experts from a variety of different organisations. The interviews are carried out in Dutch and are scheduled to take place between April and May of 2020. Before beginning each interview, respondents were briefed on the purpose of the research as well as assured of their anonymity and

confidentiality throughout the process. In addition, the people being interviewed were asked whether or not they had any issues with the interview being recorded on audio. Following that, we began the interview with some introductory questions, during which we inquired about the size of the company as well as the HR department, as well as the tasks of the HR professional. The applicant was given the opportunity to speak something about his or her employment and the company, as well as introduce him or herself to the interviewer. Following the introduction, the discussion centred on the concepts and themes that are drawn from the theory. In particular, the interview questions focused on the connection between inclusion and employee-driven innovation, as well as the role of HRM within the context of inclusion. The interviews were much simpler to conduct because to the separation into many concepts and topics, which also contributed to the establishment of structure within the interviews themselves. In addition, the duration of each interview ranged from 30 to 50 minutes, and pursuant to COVID-19, the interviews were carried out digitally through the use of Skype or Zoom. In addition, notes are taken throughout the interviews, which are both audio recorded and completely transcribed after receiving clearance from the HR specialists who are conducting the interviews.

Table 1. Overview of interviewees

Function	Type of organization	Time interview
1. Head of HR	Manufacturer	38m 10s.
2. HR-manager	Law and notary	37m 35s.
3. Senior HR-advisor	Medical laboratory	46m 38s.
4. HR-manager	Facility management	41m 13s.
5. HR-advisor	Manufacturer	33m 57s.
6. Manager Inclusion and Social Entrepreneurship	Telecommunication	38m 23s.
7. HR-manager	ICT consultancy	47m 52s.
8. HR-advisor	Police force	35m 05s.
9. HR-advisor	Wholesale	38m 40s.
10. HR-manager	Public transport	32m 08s.
11. HR-consultant	Social services	37m 46s.
12. HR-advisor	Financial services	34m 55s.

Data analysis

The interviews were taped and their whole was transcribed, as was said in the portion that came before this one. In addition, during the course of the interviews, notes were taken, which served as a supplement to the audiotapes. The transcriptions are loaded into the data analysis software programme known as AtlasTI, and then this application was utilised for the coding process. This allows the raw data to be analysed. A combination of inductive reasoning and deductive reasoning was utilised in the course of the data analysis, which was carried out in numerous stages. The study might be viewed as predominantly deductive due to the fact that we created an initial coding table. To be more specific, we utilised the template analysis technique, which is a type of theme analysis "that combines a very high degree of structure in the process of evaluating textual material with the flexibility to adjust it to the requirements of a specific research."

Findings

This research aims to examine the role that HRM plays in the process of developing an inclusive work environment and how this influences employee-driven innovation. This objective has been detailed in greater detail previously. As a result, the data covers a wide variety of perspectives from HR experts, which have been categorised according to the fundamental concepts of inclusive work environments, employee-driven innovation, and the function of HRM within these concepts. These findings are going to be presented in the sections that follow this one.

Inclusive work environment

As a whole, it is clear that the majority of HR professionals understand inclusion to mean providing those who have a difficult time breaking into the labour market with the opportunity to work within the firm. Persons with disabilities, people with ethnic backgrounds, women, and members of the LGBT community are examples of people who are frequently considered to be members of disadvantaged groups because they have a more difficult time entering the workforce. As a result, everyone ought to have an equal opportunity to find employment and a job, despite the fact that certain aspects of people's personalities may vary. It would appear that organisations define an inclusive work environment differently than Wasserman et al. (2008) and Sabharwal (2014) do. According to this interpretation, an inclusive work environment is one in which individuals who have a limited access to the labour market are offered employment opportunities. However, it is equally vital to focus on the other workers since everyone has to be allowed to voice their thoughts and perform to the best of their abilities, which is characterised as follows by an HR professional:

You can only concentrate on those who are somewhat removed from the labour market, but in the end, it affects every single employee. So that individuals can perform the work that is suited to them and so that they have the opportunity to demonstrate what they are capable of doing. However, it is also important that those individuals who are less connected to the labour market feel like they are an integral member of the team, so that they are not viewed as being distinct. (Human resources specialist, wholesale business)) In addition, we discover five aspects that define the idea of an inclusive working environment, all of which are shown in Table 2, which you may see here. To begin, we have found that belongingness is a crucial feature. This is due to the fact that everyone in an organisation has to feel as though they belong there, regardless of their limits. Employees want to feel like an insider and be actively involved inside teams, but also within the business as a whole, as stated by the people who were interviewed for this article. For instance, workers who have worked for an organisation for around 40 years actually belong, but it is equally crucial that employees who have only recently been employed feel that they have a feeling of belonging and feel at home inside an organisation.

Table 2. Dimensions of an inclusive work environment

<i>Dimensions of an inclusive work environment</i>	<i>Description of dimension</i>	<i>Sample quotes</i>
Belongingness	Everyone deserves a place to work	<i>For the people themselves it is the fact that despite limitations, I think it really is a part of something, of a bigger picture. But also matter yourself, so having a function. (social services)</i> <i>But also that those people with a distance to the labor market are really part of the team, so that they are not seen as different. (wholesale)</i>
Uniqueness	Person is more important than function	<i>Then I think to be seen as a person anyway, so not from your position or as a team member, but really as the person with this profile and who works like this. (ICT consultancy)</i>
	Employees can be themselves	<i>And inclusion is actually more about the skin around it, you could say the culture in which people can really be themselves and do their best. So participate regardless of certain characteristics and everyone is seen as equal. (telecommunication)</i>
Psychological safety	Feeling safe to speak up and express your opinions and ideas	<i>Safety is a precondition for being yourself, but also for the feeling that you can speak up, that you can ask questions openly and honestly. So safety is really a basic value to experience inclusion. (telecommunication)</i>
		<i>I also think that safety and trust within an organization is extremely important. You have to feel very safe and familiar to be able to say anything, because there are no stupid questions. (law and notary)</i>
Feeling respected and valued	Treated as an appreciated member of the organization	<i>We hardly ever reject anything, so I do feel that everyone feels really appreciated in his or her position. (law and notary)</i>
Be taken seriously	Take employees serious and listen to them	<i>In any case, I think it is important that everyone should be taken seriously. I think that is a very important starting point within an inclusive work environment. (medical laboratory)</i>

Discussion

The purpose of this research was to investigate the connection between inclusive work settings and employee-driven innovation (EDI), as well as to better comprehend the part that HRM plays in the process of fostering inclusive working conditions. According to the findings of a number of researchers, an inclusive workplace is of utmost significance for EDI. This is due to the fact that inclusion, for instance, could result in employees feeling that it is safe to speak up, which, in turn, could result in fresh and original ideas being proposed. On the other hand, the function of HRM within these topics has received insufficient research. As a result, the purpose of this study was to investigate how HR professionals may foster EDI by contributing to the development of an inclusive working environment by concentrating on a variety of HR policies and practises. According to the findings, the primary interpretation of the idea of inclusion is that it entails providing those with limited access to the labour market with the opportunity to work within organisations. According to the research that has been conducted, this goes against the definition of an inclusive work environment, which states that workers should be given the chance to voice their thoughts and should be rewarded for the contributions they make to the business. Therefore, providing those who have a difficult time entering the labour market with the opportunity to do so might be considered a kind of inclusion. This notion of inclusion may have come about as a result of the "Participatiewet" that was passed in the Netherlands.

Conclusion

In the course of this study, we concentrated on answering the following research question: What part does HRM play in establishing inclusive working conditions that encourage the initiative and creativity of employees? In order to find an answer to this research issue, an exploratory study that included in-depth interviews with a number of HR experts was carried out to investigate the function of HRM within each of these notions. It is possible to draw the conclusion that HR professionals, such as HR-managers and/or HR-advisors, as well as line managers, play a crucial role with regard to EDI and inclusion. The HR department is responsible for drafting policies and goals, designing and facilitating tools, and most importantly, advising and coaching line managers on how to correctly implement those policies. The role of HR professionals is to formulate policies and goals, design and facilitate tools, and advise and coach line managers. In addition, HR specialists play a part in encouraging and inspiring employees to come up with innovative ideas for the company, and they also serve as a connecting element between employees, management, and external organisations. In addition, it is possible to draw the conclusion that HR professionals and the HR department as a whole should make an investment in a number of HR practises that have the potential to improve EDI and inclusive work environments.

REFERENCES

1. Bamber, G. J., Bartram, T., & Stanton, P. (2017). HRM and workplace innovations: Formulating research questions. *Personnel Review*, 46(7), 1216-1227. DOI: 10.1108/PR-10- 2017-0292
2. Baregheh, A., Rowley, J., & Sambrook, S. (2009). Towards a multidisciplinary definition of innovation. *Management Decision*, 47(8), 1323-1339. DOI: 10.1108/00251740910984578
3. Becker, B. E., & Huselid, M. A. (1998). High performance work systems and firm performance: a synthesis of research and managerial implications. *Research in Personnel and Human Resources Management*, 16, 53-101.
4. Kremer, H., Villamor, I., & Aguinis, H. (2019). Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing. *Business Horizons*, 62(1), 65-74. <https://doi.org/10.1016/j.bushor.2018.08.010>
5. Miller, F. A. (1998). Strategic culture change: The door to achieving high performance and inclusion. *Public Personnel Management*, 27(2), 151-160. <https://doi.org/10.1177/009102609802700203>
6. Ostergaard, C. R., Timmermans, B., & Kristinsson, K. (2011). Does a different view create something new? The effect of employee diversity on innovation. *Research Policy*, 40(1), 500- 509. DOI: 10.1016/j.respol.2010.11.004
7. Renkema, M., Meijerink, J. G., & Bondarouk, T. (2018). Routes of Employee-Driven Innovation: How HRM Supports Emergence. Paper presented at 78th Academy of Management Annual Meeting 2018, Chicago, United States.
8. Renkema, M., Bos-Nehles, A., & Meijerink, J. (2020). Implications of self-managing teams for the HRM function. *Baltic Journal of Management*, 15(4), 533-550. DOI: 10.1108/BJM-06-2018- 0230
9. De Vries, S., Beukema, L., Gründemann, R., & de Lange, A. (2017). Werken aan een inclusieve organisatie: handvatten voor HRM. In de Lange, OMDAT HET KAN! HRM-handvatten voor een inclusieve arbeidsmarkt (pp. 139-155). Nederland: Vakmedianet.
10. Tang, N., Jiang, Y., Chen, C., Zhou, Z., Chen, C. C., & Yu, Z. (2015). Inclusion and inclusion management in the Chinese context: An exploratory study. *The International Journal of Human Resource Management*, 26(6), 856-874. DOI: 10.1080/09585192.2014.985326