

& Choi., 2019). Organisasi dapat menumbuhkan Thr dengan melibatkan pemimpin yang inklusif untuk menerapkan pendekatan *Relational and Inclusive HRM* (Jiang et al., 2025). Pendekatan *Relational and Inclusive HRM* menekankan bahwa Thr akan tumbuh melalui kualitas hubungan sosial, rasa memiliki, dan dukungan interpersonal yang diperoleh di tempat kerja yang inklusif. Pendekatan ini menekankan bahwa Thr tidak hanya dapat dimunculkan dengan memberikan peluang belajar atau melalui sebuah sistem kinerja, melainkan pengalaman relasional yang positif, seperti dihargai, diterima, dan diikutsertakan dalam proses bekerja yang hanya dapat terjadi ketika menerapkan praktik HRM yang inklusif. HRM yang berorientasi relasional, seperti dengan menciptakan rasa aman secara psikologis dan iklim organisasi yang mendukung satu sama lain, akan mendorong karyawan merasakan vitalitas dan berkembang dalam pekerjaannya yang pada gilirannya akan mendorong karyawan untuk melakukan tugas – tugas melampaui peran formalnya (Zeng et al., 2020).

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