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Diversity starts at home:
Addressing the diversity dilemma
within the Human Resources profession

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Abstract

In many organizations, the Human Resources (HR) function is responsible for driving diversity, equity, and inclusion (DEI) initiatives, with the goal of ensuring a workforce that is representative of the population, access to work that is fair and a culture where employees feel included and can belong. This study examines diversity, with a specific focus on the representation of various employee groups within the HR profession itself, focusing on the gender, ethnicity and age composition across various HR roles in the United States. A cross–sectional analysis of 3 million HR professional profiles reveals significant gender imbalance, with 68.2% of HR roles held by women, perpetuating stereotypes that associate HR with caregiving and potentially limiting male participation. Additionally, disparities in ethnic representation are evident, with the underrepresentation of Hispanic professionals and the overrepresentation of individuals of Asian descent, highlighting unequal access to HR careers. The study also identified a lack of representation in gender and age across all levels, which impedes advancement opportunities, particularly for minorities and women. These findings suggest that while HR advocates for DEI across organizations, its internal diversity efforts lag. While the dataset is limited to the HR workforce in the United States of America, the

findings also hold relevance for European HR contexts, given shared DEI challenges and global professional standards. Addressing these issues requires targeted recruitment strategies, structured career development and mentorship programs to create a more diverse, equitable, and strategically capable HR workforce.

Keywords: diversity, equity, inclusion, Human Resources, gender stereotypes, career development, workforce diversity

Introduction

DEI initiatives have recently dominated headlines – not as triumphs of social progress, but as cautionary tales of so-called diversity "washing" public backlash and lack of organizational commitment. Increasing inequality in terms of gender-based pay (Morchio & Moser, 2024), systemic inaccessibility to work (Schloemer-Jarvis et al., 2022) and lack of diverse representation in executive roles (Gould et al., 2023) remain the reality for most organizations, highlighting the prevailing challenges that inhibit an inclusive and diverse workforce.

The importance of DEI in organizations is highlighted in two ways. Firstly, diverse groups or heterogeneous workforces have been proven to increase organizational performance through access to skills, critical thinking and improved creativity (Naiditch & Santos, 2020). Secondly, within the organizational context and through DEI policies and practices, organizations play a key role in creating more equitable workplaces and addressing the marginalization and exclusion of underrepresented groups (Naiditch, 2024). However, where DEI efforts do not acknowledge all the various dimensions of diversity (Gardenswartz & Rowe, 2003), this often leads to perceived discriminatory practices and a deterioration of organizational culture.

HR teams are often assigned as custodians of the DEI agenda, whether through formal structures of informally. This includes driving diversity in HR practices that bring people into the organizations, developing policies that address equitable practices and fostering a culture of belonging (Naiditch & Santos, 2020). Many HR teams have dedicated DEI departments, and roles such as the Chief Diversity Officer have become more prevalent as organizations aim to confirm their commitment to DEI.

Given the challenges confronting DEI initiatives, this study examines the diversity within the HR profession. By doing so, we seek to assess whether HR has successfully

transformed the profession in alignment with the DEI strategies it advocates across the broader organization.

Theoretical foundations of diversity at work

Diversity in the workplace is a multifaceted concept. Similar to concepts such as culture, diversity is often complex, sometimes ambiguous and at times even vague (Naiditch, 2024). Diversity can be understood from various theoretical lenses to define what this means in an organizational context. Each of these theoretical frameworks can be used to understand what diversity at work refers to, why it is important and the benefits and challenges it poses (Guillaume et al., 2017).

Firstly, understanding what diversity at work means is critical to frame and operationalize it within organizations. In its broadest sense, diversity at work encompasses the inclusion and acceptance of individuals from various backgrounds, experiences and identities (Gardenswartz & Rowe, 2003; Shore et al., 2011). It goes beyond surface-level differences (such as race, ethnicity, gender, age) to include various factors such as sexual orientation, religion, disability and socioeconomic status (Mor Barak, 2016). Crenshaw's (1989) intersectionality theory emphasizes that these various aspects of identity intersect and interact, creating unique experiences of privilege or discrimination that cannot be fully understood by considering each factor in isolation. This understanding is critical as it implies that diversity efforts should consider the individual differences between people, beyond what is visible.

Social Identity Theory, developed by Tajfel and Turner (1979), provides insight into why this diversity, or differences between groups matters in organizational settings. This theory posits that individuals categorize themselves and others into social groups, deriving part of their self-concept from group membership. In diverse workplaces, these categorizations can lead to complex intergroup dynamics, potentially affecting collaboration and decision-making processes. However, when managed effectively, diverse groups can leverage their varied perspectives to enhance creativity and problem-solving capabilities, as suggested by the Information/Decision-Making Theory (van Knippenberg et al., 2004). Therefore, diverse workforces provide a clear competitive advantage to organizations and should, therefore be both an organizational and HR priority.

However, addressing diversity at work is not just about diversifying the workforce composition. The Similarity–Attraction Paradigm (Byrne, 1971) suggests that individuals naturally gravitate toward those similar to themselves. Despite having a diverse workforce, this tendency can create challenges even in diverse workplaces. However, the Intergroup Contact Theory (Allport, 1954; Pettigrew, 1998) proposes that under appropriate conditions, interactions between diverse group members can reduce prejudice and improve intergroup relations, highlighting the potential for diversity to foster a more inclusive and harmonious work environment. This means that diversity efforts should be supported and enabled by practices and processes that facilitate these interactions and create an environment that fosters inclusion and belonging.

The Optimal Distinctiveness Theory (Brewer, 1991) suggests that individuals seek a balance between belonging to a group and maintaining their unique identity. This theory has implications for diversity management, indicating that effective strategies for creating an inclusive environment should ensure that employees feel valued for their unique contributions while feeling part of the larger organizational community. Understanding and addressing these factors is essential for organizations aiming to harness the full potential of a diverse workforce and create an inclusive work environment.

This holistic theoretical understanding of diversity at work highlights several key considerations for the organization to support and enable diversity. From an HR perspective, recruitment and selection processes, including potential biases in hiring decisions, affect the composition of the workforce, which has a direct impact on the heterogeneity of the workforce (Quillian & Midtbøen, 2021). In addition, workplace policies and practices related to promotion, compensation and work–life balance can also support or hinder diversity and inclusion efforts and the extent to which individuals are valued and recognized for their contributions (Leslie, 2019). Lastly, organizational culture plays a crucial role in shaping how diversity is perceived and managed (Cox & Blake, 1991), while leadership commitment to diversity and inclusion initiatives can significantly influence the success of diversity efforts (Ng & Sears, 2020).

The current diversity reality of the HR profession

HR is increasingly recognized as a pivotal component in shaping the future of work. As organizations navigate the complexities of a rapidly evolving business landscape, the role of HR is transforming from a primarily administrative function to a strategic partner

integral to achieving organizational success (Parry & Battista, 2021). HR's influence extends beyond recruitment and compliance; it is now central to cultivating an inclusive workplace culture, driving employee engagement and fostering innovation (April, 2021). This expanded role necessitates a forward-thinking approach to HR practices and policies, making HR indispensable in preparing organizations for future challenges and opportunities (Hamouche, 2023).

A diverse HR function is crucial for several reasons. Firstly, HR professionals are at the forefront of driving the DEI agenda within organizations (April, 2021). HR teams must embody the principles they advocate for these initiatives to be authentic and impactful. A diverse HR team brings varied perspectives and experiences, enriching the development and implementation of DEI strategies (Ely & Thomas, 2020). Secondly, there is increased scrutiny of HR functions by internal employees and stakeholders, as well as external talent, particularly regarding their role in promoting organizational diversity. Having a diverse HR team enhances credibility and trust – it signals a commitment to practicing what is preached, thus reinforcing the credibility of DEI efforts (Caligiuri et al., 2020). Lastly, diverse HR teams representing the workforce demographic are better positioned to understand and address the needs of a diverse workforce, leading to more effective, inclusive and empathetic policies and practices (Chung et al., 2020).

Ironically, while HR is often tasked with leading DEI initiatives within organizations, it is not always a paragon of diversity. Traditional stereotypes related to gender and other demographic factors persist, resulting in a lack of diverse representation within HR teams (Bapuji et al., 2020). For example, even at senior levels, female HR professionals are assigned and take on more administrative and coordination tasks than their male counterparts, suggesting lingering feminine associations with the HR profession (Brandl et al., 2008). These stereotypes make the profession unattractive to some demographic groups, acting as a barrier to entry for new skills and talent.

HR's diversity struggles are further compounded by additional challenges the profession faces. The limited investment in HR departments means that HR is expected to operate within constrained budgets and resources (Butterick & Charlwood, 2021). This often leads to a lack of available investment for HR to procure technologies, training and people that can transform the function itself and lead to broader inclusion of different skills and talent. HR has also been slow to adopt policies that could promote further diversity, such as remote and hybrid work (Haque, 2023) and new forms of employment that are more accessible to all members of society.

Moreover, the career development paths within HR are frequently inadequate, failing to support HR professionals' continuous growth and advancement (Carnevale & Hatak, 2020). This lack of robust career development opportunities impacts the profession's attractiveness, often leading to skills stagnation and premature exits, ultimately affecting HR functions' overall effectiveness and ability to retain a diverse talent pool. These challenges are essential to consider as context in how HR is establishing, maintaining and driving its diversity within the profession and the challenges and opportunities this presents.

The importance of HR's diversity in creating diverse organizations

Building on the theoretical foundation of diversity in the workplace, research suggests that diversity within HR departments could indirectly impact business outcomes in two ways, which will further be discussed in this section. For the purposes of this study, only visible diversity dimensions (such as age, race, gender and tenure) are included in how diversity is defined.

The first is HR's influence in defining and applying HR practices that have an impact on diversity. Diversity in decision-making groups can help ensure that DEI practices and processes are representative of the needs of a diverse workforce and minority groups (Jonsen et al., 2021; Guillaume et al., 2017). Studies have shown that diverse HR teams are more likely to develop and implement inclusive policies and practices that foster diversity throughout the organization (Cheeks & Yancey, 2022). When HR professionals are diverse in their characteristics, they bring a more comprehensive range of perspectives (Naiditch, 2024), leading to a more comprehensive and nuanced approach to diversity management. Furthermore, a diverse HR team can better understand and address the needs of a diverse workforce (Köllen, 2021), aligning decision-making to address these needs (Nhlapo & Vyas-Doorgapersad, 2021). This enhanced understanding translates into more effective recruitment strategies, retention programs, and career development opportunities for underrepresented groups (Ng & Sears, 2020).

Secondly, HR's diversity adds to the perceived authenticity of the overall DEI agenda (Roberson, 2019), which further ensures that DEI initiatives build trust within the organization. As Chung et al. (2021) noted, HR departments that reflect the diversity they seek to promote are more credible in their efforts and can serve as role models for the rest of the organization. The impact of HR's diversity extends beyond policymaking.

Diverse HR teams are better equipped to recognize and mitigate unconscious biases in hiring and promotion processes, leading to more equitable outcomes (Quillian & Midtbøen, 2021). Additionally, they are more likely to champion diversity initiatives at the leadership level, ensuring that diversity and inclusion remain priorities throughout the organization. This connection highlights the critical role HR plays as both a facilitator and an exemplar of diversity initiatives.

Overview of the research

Considering the critical role that HR diversity plays in HR's effectiveness and its impact on overall organizational diversity, the overarching research question was to understand and explore the diversity of the HR profession within the United States of America (U.S.). This study focused on investigating observable differences to obtain a macro-perspective of the composition of the HR profession. Within this context, diversity was defined as the gender, ethnicity and age composition of the profession.

More specifically, the research questions can be outlined as follows:
- What is the demographic composition of the HR profession in terms of age, race and gender?
- How do these demographical characteristics manifest according to different roles and occupational levels?

A cross-sectional quantitative research approach was followed to answer the research questions. An aggregated data set of 3 million HR professional profiles was utilized within the analysis. Based on data availability, the sample was limited to HR professionals within the United States of America. This sample size is highly representative of all HR professionals currently estimated to work within HR in the United States and aligns with reported numbers provided by the U.S. Bureau of Labor Statistics in relation to HR professionals.

Aggregate data from publicly available professional profiles were used as the data source. This data provided aggregated views of the demographic composition of the HR workforce n the U.S., specifically with regard, to race, gender, age and tenure. Access to the data was obtained through a workforce intelligence platform provider who has access to the data directly from the various professional websites where HR professionals maintain their online profiles. Descriptive statistics were used to describe the sample and derive insights.

Main findings

The study's main findings outline insights related to HR's size and distribution, the demographic characteristics of the HR function and differences across organizational levels within the United States of America.

Overview of sample

Collectively, HR represents 1.76% of the overall U.S. workforce. Compared to other functions, this makes HR the smallest function within organizations, even when compared to other support functions like marketing and operations. According to the data, mid-sized organizations (between 500 and 4999 employees) have the biggest HR functions (2.31% of the overall workforce). The demographic distribution of HR teams is located around large metropolitan cities. In the U.S., New York has the largest population of HR professionals. This also reflects the geographic distribution of business headquarters, indicating that HR teams are predominantly set up as head office functions, with less representation in the organization's geographic footprints and where the frontline workforce is located.

Gender representation within the HR profession

In the United States, females comprise 68.2% of the HR function, which is a significant overrepresentation compared to the broader workforce (49.36% female). This gender imbalance highlights a unique aspect of the HR field, contrasting with many other professions where gender disparities typically reflect male dominance. The predominance of females in HR raises essential questions about the career appeal and opportunities for men in this field and how gender dynamics shape the perception and practice of HR roles.

Ethnic diversity

The HR profession shows a relatively diverse demographic profile; however, certain ethnicities are over- and underrepresented when compared to the overall composition of the workforce (see Figure 1). While White and Black representation reflects the composition of the broader population, Asian and Hispanic groups do not. Individuals of Asian descent are notably overrepresented in HR (7.51%), surpassing their 6% representation in the general population. Conversely, Hispanic individuals are

underrepresented in HR roles (11.2%) compared to their 19% presence in the broader workforce. This disparity points to potential barriers such as lack of visibility of HR careers in Hispanic communities, differences in understanding HR as a viable profession, or disparities in access to HR opportunities.

Figure 1

Demographic composition of the HR function within the United States of America
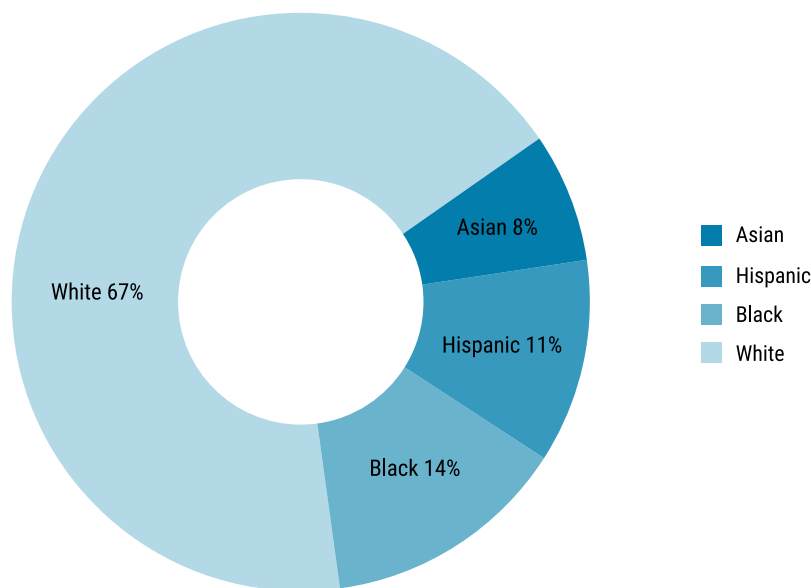
Age distribution and tenure patterns

The age distribution of HR professionals reveals that 60% of HR professionals are aged between the ages of 20 and 40 (see Figure 2). Compared to male counterparts, female HR professionals between the ages of 20–30 are less represented than male counterparts within this age bracket. The highest representation of female HR professionals is within the age bracket between 30 and 40 years. Based on the age distribution of HR professionals and their average tenure, HR professionals seem to exit the function at mid-career point (between 8–10 years), which could be attributed to various factors, including career breaks for family responsibilities, particularly among the overrepresented female demographic.

Figure 2

Age distribution of HR professionals within the United States of America, compared to the general workforce
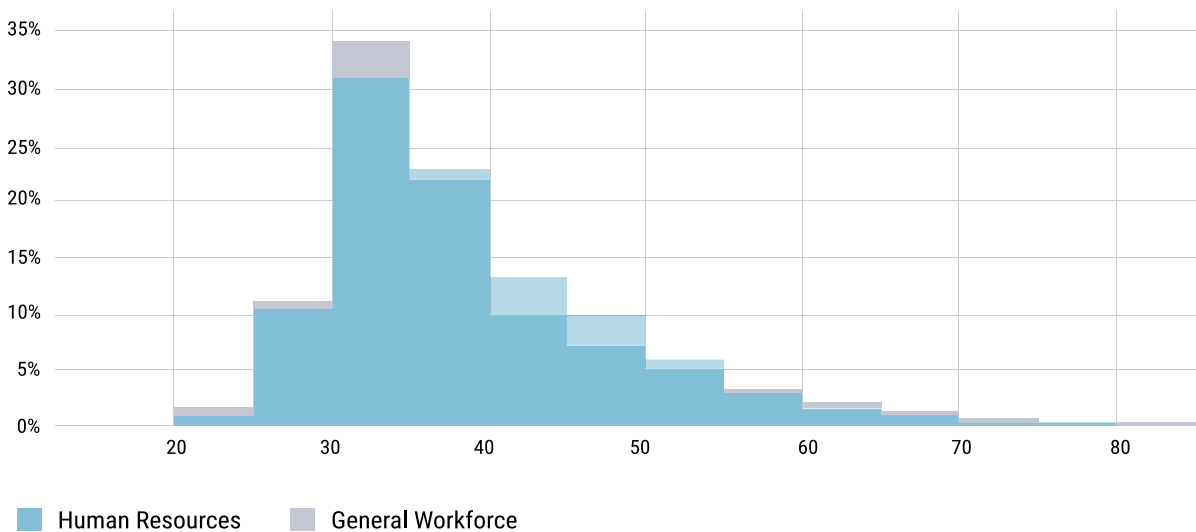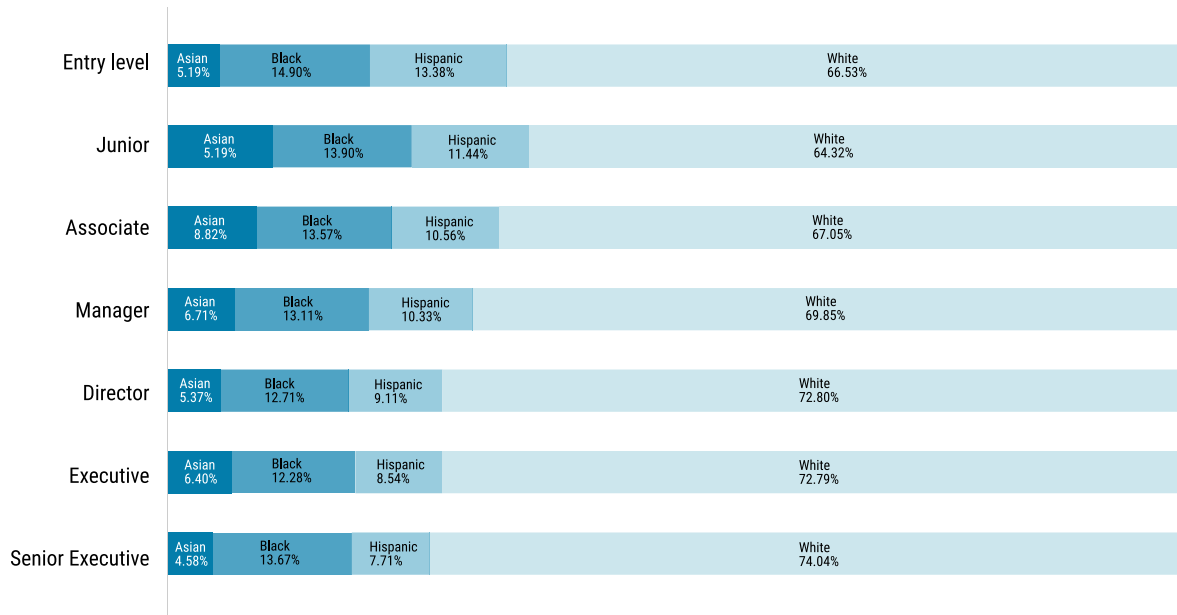

Compared to other functions, HR professionals are slightly older when they enter the profession (average age of 27 years). This can partly be explained by HR's typical entry into the profession, which is for 92% of HR professionals not their first job. HR professionals enter the profession through various other avenues later in their careers, with the majority starting their careers in administrative or social services roles.

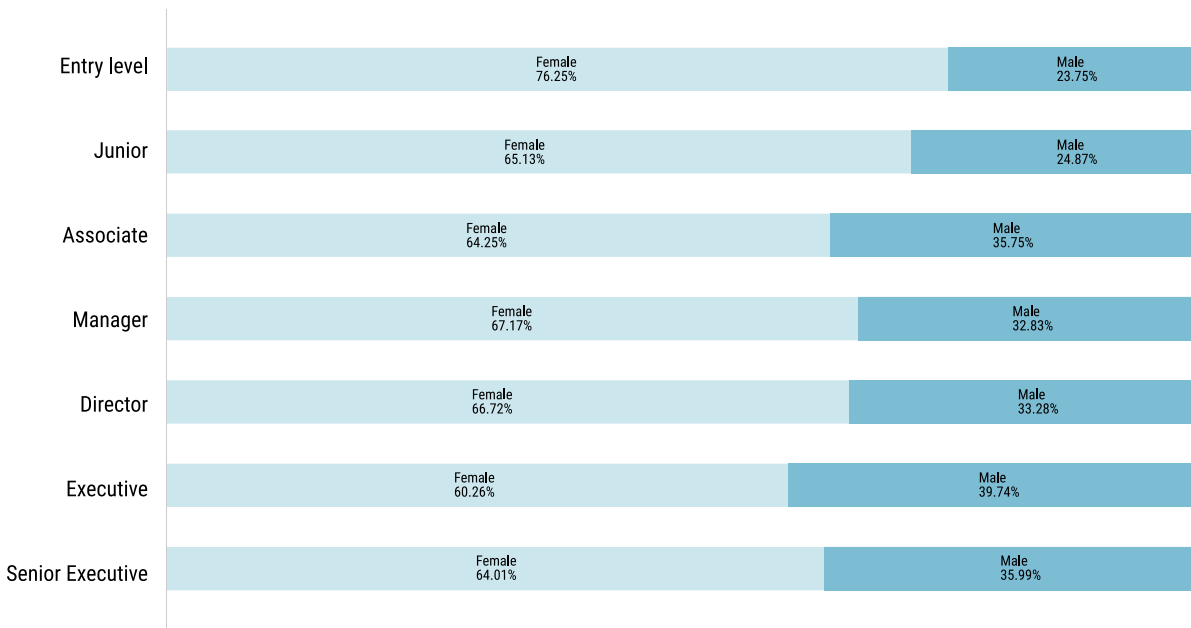## Role levels according to gender and ethnicity

A significant proportion of HR professionals (57%) occupy junior and entry–level roles, which aligns with the younger age distribution. While HR demonstrates considerable ethnic diversity at these levels, senior roles display less representation of minorities (see Figure 3). This indicates a potential bottleneck in career progression for minority groups within HR, resulting in a less diverse leadership landscape and fewer role models for aspiring HR professionals from underrepresented backgrounds.

Figure 3

Ethnicity distribution across levels

Level	Asian	Black	Hispanic	White
Entry level	5.19%	14.90%	13.38%	66.53%
Junior	5.19%	13.90%	11.44%	64.32%
Associate	8.82%	13.57%	10.56%	67.05%
Manager	6.71%	13.11%	10.33%	69.85%
Director	5.37%	12.71%	9.11%	72.80%
Executive	6.40%	12.28%	8.54%	72.79%
Senior Executive	4.58%	13.67%	7.71%	74.04%

Similarly, most entry-level HR positions are held by females (76.25%), compared to their male counterparts (23.75%). The data shows that although females represent 68% of the overall function, this representation is not seen across all levels (see Figure 4).

Figure 4

Gender distribution across levels

Level	Female	Male
Entry level	76.25%	23.75%
Junior	65.13%	24.87%
Associate	64.25%	35.75%
Manager	67.17%	32.83%
Director	66.72%	33.28%
Executive	60.26%	39.74%
Senior Executive	64.01%	35.99%

Discussion

Based on the analysis and the theoretical understanding of the role and importance of HR diversity in impacting and driving organizational diversity, several important implications emerge, which are discussed in this section.

The credibility and believability of DEI efforts driven by HR

The data highlights the lack of diversity within the HR function, which in turn influences the credibility with which HR drives DEI efforts to the rest of the organization. HR itself is not representative of the workforce, and as such, this could contribute to the lack of trust and belief that employees hold concerning the authenticity and integrity of DEI efforts.

For DEI efforts to be seen as credible in the organization, HR itself needs to improve its representation, ensuring that diverse views and opinions are considered when implementing specific policies and initiatives. These changes will take time, so for the interim it is important for HR teams to be aware of their lack of representation and ensure that they seek input from underrepresented groups when crafting new policies and practices.

Associations with the profession

The HR profession has long been associated with certain stereotypes and cultural expectations, significantly influencing who enters the field and how they are perceived (Ainsworth & Pekarek, 2022). Most notable is the association of HR as a female occupation. Historically, HR roles have been seen as administrative and supportive rather than strategic, which can diminish the perceived prestige and attractiveness of the profession (Parry & Battista, 2021). This perception may contribute to the overrepresentation of females, as traditional gender roles often associate women with supportive and caregiving functions. As HR evolves into a more strategic role, it is crucial to reframe these associations to attract a more diverse pool of talent, including those who might not traditionally consider HR a career. Breaking down stereotypes associated with the profession, its value and importance in the organization can drive a broader more inclusive talent pool in HR and attract talent from a diverse background. Importantly and outside the scope of this study, this importance should also be reflected in how HR roles are remunerated in comparison to other role families within the organization.

Gender stereotypes and how this plays out in HR

Gender stereotypes play a significant role in shaping the HR profession. The significant overrepresentation of females in HR (68.2% in the U.S.) underscores traditional gender norms that view women as more suited to nurturing and interpersonal roles. This stereotype can positively and negatively impact the profession (Ainsworth & Pekarek, 2022). On the positive side, it may encourage more women to pursue HR careers, providing a pathway to leadership roles within organizations. However, it can also perpetuate the undervaluation of HR roles, as women-dominated professions often receive less recognition and lower pay (Belingheri et al., 2021). Furthermore, these stereotypes can discourage men from entering the field, limiting the diversity of perspectives and potentially reinforcing the marginalization of HR within the corporate hierarchy. This trend impacts the depth of the talent pipeline, leading to a shortage of experienced HR professionals and affecting the HR function's overall stability and growth potential. Additionally, this outflow of talent leads to a loss of institutional and business knowledge within HR, further impacting the profession in the long term.

Access to the profession and entry

Access to the HR profession is another critical issue that reflects broader societal inequities. This is similar to observations made within Science, Technology, Engineering and Maths (STEM) fields (Miriti, 2020). The overrepresentation of individuals of Asian descent and the underrepresentation of Hispanic individuals in HR roles highlight disparities in career visibility and access. These disparities may stem from differences in educational and professional networks, exposure to HR as a viable career path and systemic barriers within hiring practices. For example, individuals from Asian descent are much less likely to receive favourable responses to their applications for senior-level roles, compared to those perceived to be of 'English' descent (Adamovic & Leibbrandt, 2023). To address these issues, targeted outreach and recruitment efforts are needed to raise awareness of HR careers among underrepresented communities. Additionally, creating pathways such as internships, mentorship programs, and partnerships with educational institutions can help bridge the gap and ensure a more diverse entry into the profession (Sale, 2023).

Lack of structured career development and progression

The lack of structured career development and progression within HR is a significant barrier to building a robust and diverse workforce. Overall, 57% of HR professionals are in junior and entry-level roles, and the majority of HR professionals are between 20 and 40 years old. This leads to a shallow talent pipeline, particularly affecting the representation of minorities and females in senior roles. To mitigate this, organizations should implement structured career paths offering clear progression opportunities, ongoing professional development, and support for higher-level positions, particularly for female employees who face additional responsibilities outside of work (Pepping & Maniam, 2020). This approach retains talent and ensures the HR function evolves with skilled and experienced professionals at all levels.

Skills implications of entry and exit patterns and age demographics

The HR workforce's age demographic and entry and exit patterns present both opportunities and challenges. Younger HR professionals may bring fresh perspectives, energy and a willingness to innovate. However, as HR is typically not their first role, they may lack the depth of experience and institutional knowledge that come with years in the field. With many HR professionals exiting the profession around mid-career, this creates further skills gaps. This can hinder the effectiveness of HR, particularly in strategic roles that require nuanced understanding and long-term vision. Addressing this issue requires a dual approach: providing targeted training and development opportunities to build the necessary skills and knowledge and fostering a culture of mentorship where experienced HR professionals can guide and support their younger counterparts. By investing in the development of young HR professionals, organizations can ensure that the HR function remains dynamic, effective and capable of meeting future challenges.

Recommendations for practice and limitations of the study

Although this study is primarily focused on the U.S. context, these insights have broader implications for the HR profession within the European context. DEI is an important topic within the U.S. and Europe. Both regions share similar diversity challenges related to gender representation, racial and ethnic diversity, as well as age diversity. Similarly, anti-discrimination and equity laws are present in both regions, reflecting efforts to promote DEI. Although nuance differences may exist, these similarities in foundational

DEI challenges and realities allow for drawing potential parallels. To ensure that HR's diversity dilemma is sufficiently prioritized, we highlight implications for practice to drive action.

Setting standards for HR aligned to other business units in terms of DEI efforts

As a starting point, HR should also address current diversity gaps within the profession by implementing targeted initiatives to attract, retain, and promote diverse talent from underrepresented groups. This may involve revising recruitment practices to reduce bias and increase diversity in candidate pools, implementing mentorship and sponsorship programs to support the career development of underrepresented groups and creating pathways for advancement to leadership positions. By actively addressing diversity gaps, HR teams can demonstrate their commitment to building a more diverse and inclusive profession. In turn, improvements in HR team composition will also improve the input from diverse voices in HR practices, thereby driving more inclusive policies.

Professionalization and repositioning of HR

To ensure that HR is an attractive career for a diverse talent pool, HR has to reposition itself within the talent market. This includes creating visibility of what the profession entails, various career path options and being clear about the skills, knowledge and experience required to be successful as an HR professional. Highlighting transferable skills that apply to the HR profession is a practical way to facilitate cross-functional mobility and attract talent from other disciplines, as well as making the profession more attractive to underrepresented groups.

Structured career enablement and skills development, career phases and non-traditional careers

A critical aspect of enhancing the HR profession is the implementation of structured career enablement and skills development programs to promote HR careers as a viable pursuit for a diverse talent pool. This involves creating clear career paths that outline the progression from entry-level positions to senior leadership roles. Organizations should offer comprehensive training programs that cover essential HR competencies, such as talent management, employee relations, DEI and strategic HR planning.

Career development initiatives should also focus on bridging the skills gap identified within the younger HR workforce. This can be achieved through mentorship programs where experienced HR professionals guide and support younger colleagues. Additionally, offering rotational programs that allow HR professionals to gain experience in different areas of HR can provide a well-rounded skill set and prepare them for higher-level responsibilities.

Organizations should recognize and accommodate non-traditional career paths within HR. This includes supporting career breaks, flexible working arrangements, and opportunities for lateral moves within the organization. By providing diverse career options, HR can attract and retain a wide range of talent, ensuring that the profession remains dynamic and inclusive.

Limitations

The present study has some limitations that should be addressed in future research to further expand the understanding of the topic. The limitations are related to the research design and representativeness of the data. Firstly, the cross-sectional nature of the study provides insight into the data at a point in time, and therefore little is known about how the data has changed over time. Secondly, using secondary data based on availability and limited to the U.S. impacts the generalizability of the data. A more diverse and representative sampling method is required to understand HR's diversity beyond visible characteristics and within various cultural and geographical contexts.

Conclusion

Diversity in organizations has never been more critical – from ensuring equitable access to opportunity to driving equality and creating competitive advantage through diverse thoughts and ideas. Within HR's expanding scope, HR has become a custodian and active change agent in advocating for diversity, prioritizing actions that actively promote and drive diversity and ensuring that HR practices support and enable diversity objectives. However, HR can only successfully deliver on this if its diversity dilemma is acknowledged and addressed. HR still faces challenges in breaking gender stereotypes, ensuring early and equitable access to HR opportunities and managing sustainable HR careers across the career lifecycle of HR professionals. These findings have clear implications for practice. As a profession, HR has to prioritize how HR careers are shaped

and managed, address constraining factors that lead to an early exit from the profession and provide adequate support for HR professionals to navigate the challenges and complexities that HR faces.

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